



THURROCK

Economic Development Strategy

IMPLEMENTATION PLAN

Thurrock Thames Gateway
Development Corporation

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1. Introduction

- 1.1 Successful, sustainable economic growth in Thurrock will require the right balance between the physical regeneration of the area and a 'step change' in other key factors such as service delivery, skills provision and neighbourhood renewal. This document is intended to guide the achievement of this balance, focussing on aspects of delivery that will complement physical transformation.
- 1.2 The Economic Development Strategy outlines the overarching vision for economic growth. This Implementation Plan is intended to sit alongside the Strategy, indicating the roles and responsibilities of the Development Corporation and its partners to ensure the most efficient, high impact approach is taken. The Development Corporation and its partners will use the Strategy and Implementation Plan to transform the Borough into a thriving economy and a location of choice for dynamic, successful businesses and a skilled and motivated workforce.
- 1.3 Interventions included within this document are critical to the long term economic transformation of Thurrock. **Strong partner relationships are imperative.** As such, each of the interventions outlined below has clear links to relevant strategies locally, regionally and nationally. To fully maximise impact, partners must design links to this new Implementation Plan within their own current and planned schedule of activity.

The Thurrock Economic Development Strategy

- 1.4 Thurrock's Economic Development Strategy describes how economic and employment growth can be achieved in Thurrock by building upon existing sector strengths, taking forward a series of strategic physical projects as well as identifying areas of opportunity to exploit in the future.
- 1.5 To articulate the ambitions of the Strategy further, 10 specific roles have been identified:

Roles of the Thurrock EDS:

- Create a platform for employment growth, particularly in key sectors
- Support the achievement of regional and Thames Gateway wide objectives
- Support growth in the employment base alongside appropriate and achievable levels of diversification
- Provide the platform for uplift in the quality of the skills base in Thurrock and the capacity of businesses to use higher skills effectively
- Support the development of an education and learning offer strong in both depth and breadth
- Support Thurrock's existing communities to access new opportunities and receive the maximum benefit

- Encourage the development of support and infrastructure necessary to increase rates of employment growth
- Provide the appropriate platform for ongoing physical infrastructure development
- Provide guidance on the development of economic activities across the area that can be reflected in individual 'economic hubs'
- Identify and promote opportunities for development at London Gateway, maximising business development, skills and overall employment opportunities

Spatial Drivers of Growth: Thurrock's Economic Hubs

1.6 Of central importance to Thurrock's economic growth is the physical transformation of the key locations for growth; the economic hubs which are outlined in the Economic Development Strategy:

- Purfleet
- Lakeside/ West Thurrock
- Grays
- Tilbury
- London Gateway

1.7 In essence, **key physical interventions in these locations will provide the main impetus for economic growth across the Borough.** The Development Corporation is already leading a number of these key strategic interventions. These interventions are outlined briefly below and explored further in the context of each economic hub in Section 5.

Strategic Intervention	Description	Target Sector	Hub	Delivery Dates
London Gateway	Development of deep water port and associated land side business and industrial functions.	Ports, Transport and Logistics	London Gateway	2009-2021
Royal Opera House Production Campus	A regionally significant hub for the creative industries developed around the new Royal Opera House Production Park in Purfleet.	Creative Industries	Purfleet	2009-2012
Lakeside Expansion	Expansion of retail floorspace at Lakeside.	Retail	Lakeside / West Thurrock	2009-2012 (dependent on RSS)
Lakeside Leisure Development	Significant indoor leisure development including multi screen cinema, indoor ski-slope and complementary activities.	Recreation and Leisure	Lakeside / West	2009-2012 (dependent

			Thurrock	on RSS)
Academy of Transport and Logistics	A national academy to support the development of port, logistics and maritime industries linked to the development of London Gateway and the expansion of activities at Tilbury.	Ports, Transport and Logistics	London Gateway	2008-2010/11
Grays Business Centre	New flexible business space providing incubator, move-on space and space for larger companies.	Business Services	Grays	2010
Purfleet Centre (Botany Quarry)	A new town centre for Purfleet for including new retail, social infrastructure and station interchange.	Retail Public Sector Services	Purfleet	2010-2015
Thurrock Learning Campus	A multi-functioning learning campus at Grays providing quality learning opportunities that range from post-14 through to Higher Education. Specific attention will be paid to supporting the sectors outlined within the Economic Development Strategy.	Public Sector Services	Grays	2011-2012
Thurrock Community Hospital	New health care facility in Grays, addressing gaps in provision in Thurrock and Basildon.	Public Sector Services	Grays	2011-2012
Arena Essex	New leisure offer to the north of existing Lakeside centre. Includes outdoor leisure activities, hotel and new residential provision.	Recreation and Leisure	Lakeside / West Thurrock	2012
Tilbury Power Station	New power station utilising 'Carbon Capture' technology, replacing existing facility.	Environmental Technologies and Energy	Tilbury	2015
Tilbury Port Expansion	Expansion of existing port functions increasing wet and dry side functions.	Ports, Transport and Logistics	Tilbury	No timetable specified

1.8 These specific interventions and the delivery of the wider masterplans will tackle the historic issue of lack of supply of quality economic and business spaces in Thurrock. This Implementation Plan will ensure that the masterplans are complemented by a long term set of related non-physical economic development activities.

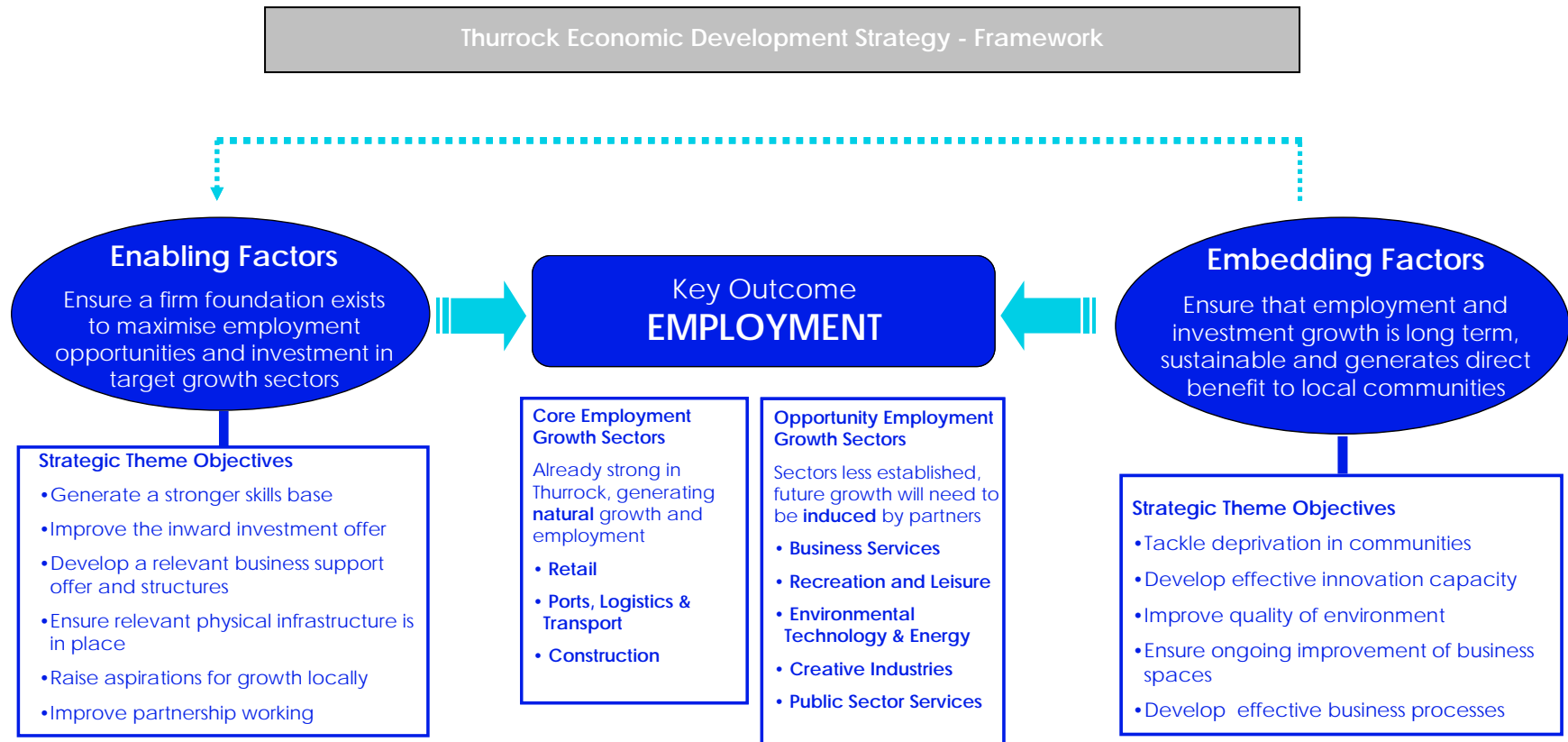
The Strategy: Enabling and Embedding Employment

1.9 The Strategy is designed to complement existing activity, including the plans for rapid physical transformation within Thurrock and specifically the 12 strategic physical interventions summarised above.

1.10 The Strategy framework below is designed to provide the foundation and 'enable' the key outcome - employment. To achieve sustainable economic growth in Thurrock the Economic Development Strategy framework also acknowledges that employment

growth is not enough. It also includes elements that seek to ‘embed’ this growth and ensure that any transformation is not the ‘end game’ but is the foundation for ongoing growth.

1.11 The full complement of interventions outlined in this Implementation Plan – both strategic physical and non-physical interventions – is presented in the table overleaf. This table also outlines the timescales for delivery of the interventions and key milestones in the overall implementation timeline.



Delivery Profile in Relation to Key Strategic Interventions																
	INTERVENTION	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
STRATEGIC INTERVENTIONS	Academy of Transport and Logistics						★									
	Production Campus						★	★								
	Lakeside Expansion						★	★								
	Lakeside Leisure Development						★	★								
	London Gateway															★
	Grays Business Centre					★										
	Purfleet Centre (Botany Quarry)											★				
	Thurrock Learning Campus															
	Thurrock Community Hospital															
	Arena Essex															
	Tilbury Power Station											★				
ENABLING	ENA 1: Business Growth Programme															
	ENA 2: Introducing Sectors to Thurrock Schools															
	ENA 3: Comprehensive Work Placement Offer															
	ENA 4: Employer Compacts															
	ENA 5: Developing the Inward Investment Proposition															
	ENA 6: Opportunity Sector Marketing Offer															
	ENA 7: Sector Based FE Offer															
	ENA 8: Maximise Thurrock's Sales															
	ENA 9: Excellence in Recruitment and Retention															
	ENA 10: Thurrock Academy of Transport and Logistics															
	ENA 11: World Class Logistics															
	ENA 12: Centre of Excellence in Public Services (ILM)															
	ENA 13: Flagship Business Spaces															
	ENA 14: Enterprise Education															
	ENA 15: Sustainable Industrial Park															
EMBEDDING	EMB 1: Innovate to Accumulate															
	EMB 2: Modern Methods															
	EMB 3: Economic Inclusion Plans (Tilbury and St Ockenden)															
	EMB 4: Healthy Economy Initiative															
	EMB 5: Procurement and Supply Chain Action Teams															
	EMB 6: Green Systems															
	EMB 7: Expanded Aftercare Offer															
	EMB 8: Development of Regional Social Enterprise Hub															
	EMB 9: Space to Grow															

2010: Grays Business Centre Complete

2011: Academy Of Transport and Logistics Complete

2012: Production Campus; Lakeside Expansion, Lakeside Leisure Development, Thurrock Learning Campus, Thurrock Community Hospital and Arena Essex Complete.

2014: End of TTGDC Lifespan

2015: Purfleet Centre Complete

2021: London Gateway development fully operational

Implementation Plan Structure

1.12 The remainder of the Implementation Plan is structured as follows:

- **Section 2** outlines the key outcome of the Economic Development Strategy and Implementation Plan – employment – and details a range of interventions necessary to enable significant new employment growth specifically within target sectors.
- **Section 3** outlines ‘enabling’ interventions that are necessary to generate economic improvement overall.
- **Section 4** details the interventions necessary to ‘embed’ economic growth.
- **Section 5** outlines how specific interventions will relate to development of individual economic hubs
- **Section 6** provides an indication of the phasing of delivery for the Economic Development Strategy and Implementation Plan.
- **Section 7** outlines the organisational structures required for successful implementation of the strategic interventions.

2. The Key Outcome: Employment

- 2.1 This section sets out the main sectors from which new employment will come and the sector specific interventions required.
- 2.2 Employment sits at the heart of the Economic Development Strategy and, ultimately, the Strategy will be judged on its ability to support Thurrock's 'Core' and 'Opportunity' sectors in generating new, high quality employment growth over the next 7 years (to the end of the Development Corporation's life) and beyond. **Ultimately, it is the key sectors and companies within key sectors that will deliver the outcomes of the Economic Development Strategy (i.e. jobs) and, as such it is the role of partners to support them in achieving this aim.**
- 2.3 The key aspects of the 'Employment' element, as set out in the Economic Development Strategy, are outlined below:



- 2.4 The Economic Development Strategy adopts a 'balanced portfolio' approach, asking partners to consider how to balance **supporting ongoing growth** in core sectors with the generation of **greater balance and diversity in the economy** through growth in (currently less prominent) opportunity sectors which have shown signs of nascent growth from an existing base.

Supporting Employment Growth in Key Sectors

- 2.5 Whilst Thurrock's future economic growth will be delivered through the sectors listed in the diagram above, it is critical that these sectors **are not viewed in isolation**. In line with the Economic Development Strategy for Thames Gateway South Essex, successful growth of sectors will be dependant upon developing them as a **network of economic drivers**, rather than individual stand-alone entities. Key to this will be the exploitation of thematic links between various sectors, capitalising upon common needs and challenges for sector growth in Thurrock.
- 2.6 The table below is designed to give a clear idea of the key needs of each of the key sectors and allows these to be viewed together to enable partners to identify shared need and areas for efficient delivery.

Elements of the Table

- 2.7 *Components of Growth*: Using the sector based research on national and local trends (outlined in the Baseline and Commentary document) and taking 13 key components of future growth, this table assesses the main areas where partners can intervene to support growth within each sector.
- 2.8 *Potential for Net Employment Growth*: In order to assess the scale of opportunity in relation to each sector, an assessment is made on the possible employment gain in each. Employment growth is both growth in line with projections derived from UK trends¹ and as an optimistic scenario linked to successful delivery of the Economic Development Strategy and physical developments outlined in the emerging masterplans. This identifies employment growth potential in Thurrock of between 6,000 (lower limit estimate, assuming no significant intervention) and 41,000 [its identified as between 22,100 to 30,600 in the Strategy, which is right?] (upper limit estimate, assuming full delivery of all masterplans) jobs. Responding to the needs of the sectors will be crucial in ensuring delivery of higher levels of net employment growth.
- 2.9 *Areas for Intervention*: An assessment (using key performance data, strategic consultation and Thurrock Business Survey) is made of the importance of each 'component' of growth in relation to each sector area; these are categorised as high, medium or low:

¹ Using 2004-2009 projections prepared by Sector Skills Development Agency (SSDA) 'Working Futures' (2006)

- **LOW:** Whilst intervention in this area may have some positive effects on the sector, intervention is not identified as a key priority for generating business, and subsequently employment growth.
- **MEDIUM:** Clear need for intervention to enable Thurrock to develop / enhance comparative advantage as a location for a specific sector;
- **HIGH:** Intervention in relation to this component area is fundamental to ensuring specific sectors achieve their growth potential and Thurrock as a whole achieves long term, sustainable economic growth.

Key Components of Future Sector Growth	Core Sectors			Opportunity Sectors				
Key factors that will contribute to the successful growth of each sector in Thurrock	Port, Logistics and Transport	Retail	Construction	Business Services	Recreation and Leisure	Environmental Technologies and Energy	Creative Industries	Public Sector Services
Adopting Growth Models	MEDIUM	MEDIUM	MEDIUM	HIGH	MEDIUM	MEDIUM	MEDIUM	LOW
Innovation	HIGH	MEDIUM	HIGH	MEDIUM	LOW	HIGH	MEDIUM	MEDIUM
General Business Support and Mentoring (Business Planning and Process)	LOW	MEDIUM	LOW	HIGH	LOW	LOW	HIGH	LOW
Improving Financial Performance (Cashflow Management, Funding etc.)	MEDIUM	MEDIUM	MEDIUM	HIGH	MEDIUM	MEDIUM	HIGH	LOW
Improving Operations (Including Green Systems, Processes and Waste Management)	MEDIUM	LOW	HIGH	LOW	MEDIUM	HIGH	LOW	LOW
Parking and transport issues in Thurrock (Congestion)	MEDIUM	HIGH	HIGH	MEDIUM	HIGH	LOW	LOW	MEDIUM
Premises / Property	MEDIUM	HIGH	MEDIUM	HIGH	MEDIUM	HIGH	HIGH	MEDIUM
Staff Training / Recruitment issues (Skills Gaps and Staff Retention)	HIGH	HIGH	LOW	MEDIUM	HIGH	HIGH	LOW	HIGH
Legislation Compliance (Including Legal Advice, European Compliance etc.)	HIGH	LOW	MEDIUM	LOW	LOW	LOW	LOW	MEDIUM
A Specific Marketing Offer	MEDIUM	MEDIUM	MEDIUM	HIGH	MEDIUM	HIGH	HIGH	LOW
Key Occupations Required to enable ongoing growth. (i.e. what are the specific skills Thurrock	Skilled manual Drivers	Skilled and unskilled	Skilled and unskilled	Admin, IT and	Personal service and	Unskilled manual. Personal service.	Specialist	Admin, IT and personal service

needs?)		manual. Technical skills	manual	personal service	skilled manual	Technical skills		
Potential Employment Growth Projection to 2021 (lower limit = in line with UK projections, upper limit = in line with local development projections)	<i>0- 10,000</i>	<i>3,000 - 11,000</i>	<i>0-1,300</i>	<i>1,500- 2,000+</i>	<i>600 - 1,800</i>	<i>0 - 1,500</i>	<i>60 - 1,000</i>	<i>1,200- 2,000</i>

Delivering Employment: Areas of Need and Intervention

- 2.10 By reading across the table above it is possible to identify thematic links and subsequently develop more efficient delivery (projects, structures and arrangements) linked to several key sectors. The remainder of this section discusses each of the components of growth and their links to the core and opportunity sectors.

Adopting Growth Models

- 2.11 Supporting businesses to grow quickly, efficiently and sustainably is important for any area attempting to achieve accelerated economic growth. As such, assisting businesses to adopt growth models is a key area of intervention for all sectors (with the exception of Public Services where we can expect growth to take place in line with an increase in population). Business Services is identified as an area where adopting growth models will be particularly important if this sector is to grow and create more of a balance within the local economic base.

INTERVENTION LINKS:

[ENA 1: Business Growth Programme](#)

[ENA 8: Maximise Thurrock's Sales](#)

[EMB 5: Procurement and Supply Chain Action Teams](#)

Innovation

- 2.12 Supporting innovation within key sectors will be critical in creating an increase in higher skilled employment within Thurrock, as well as changing external perceptions of the area. Developing innovative products and processes will be important for Thurrock's core sectors, where there is an identified need to diversify and develop higher value added functions. As such, innovation support has particular salience for Port, Logistics and Transport and Construction. Environmental Technologies and Energy is another area where

growth will be linked to innovation (the planned development of Carbon Capture technology at Tilbury Power Station is a good example of this). Successful projects in other areas have also used innovation to stimulate the small business base and create small scale high value niche economies.

INTERVENTION LINKS:

[EMB 1: Innovate to Accumulate](#)

General Business Support and Mentoring (Business Planning and Process)

- 2.13 With Business Link developing a sector based offer in Essex, the development of the Economic Development Strategy and Implementation Plan is timely. More established and specialist sectors tend to develop internal systems which mean that general business support is less of a priority for them. In Thurrock there is a case for provision for smaller retail companies, however, high quality business support for Business Services and Creative companies is likely to deliver growth in these sectors.

INTERVENTION LINKS:

[ENA 1: Business Growth Programme](#)

[ENA 6: Opportunity Sector Marketing Offer](#)

[ENA 9: Excellence in Recruitment and Retention](#)

[EMB 7: Expanded Aftercare Offer](#)

Improving Financial Performance (Cashflow Management, Funding etc)

- 2.14 Inevitably, all businesses look to improve financial performance. Thurrock's businesses (in key sectors) are no exception and have identified this as a key area of need within the Business Survey. This is heightened for Business Services and Creative and Cultural companies which are more likely to be smaller organisations working on smaller commissions which often means irregular cash flow and subsequently, periodic financial pressures.

INTERVENTION LINKS:

[ENA 8: Maximise Thurrock's Sales](#)

[EMB 5: Procurement and Supply Chain Action Teams](#)

Improving Operations (Including Green Systems, Processes and Waste Management)

- 2.15 Developing new approaches to actually ‘doing’ business is obviously important, however, in some sectors more than others this will have a direct impact on the ability of businesses to grow. Construction and Environmental Technologies and Energy are subject to specific challenges related to their operations and the perception of them as ‘dirty’ industries. Supporting businesses to instigate improvement in operations to overcome these negative perceptions will not only stimulate growth locally, it will also lead to changes in perceptions of Thurrock as a whole and subsequently provide a more investor friendly offer.

INTERVENTION LINKS:

[EMB 6: Green Systems](#)

Parking and Transport Issues in Thurrock (Congestion)

- 2.16 Thurrock’s core sectors all, to a certain extent, require the movement of bulky products within the Borough and on to national and international markets, with congestion identified as ‘the’ key issue for many of the businesses surveyed for the strategy – especially that associated with Junction 30/31 of the M25. Congestion also has a significant impact upon the perception of the area and can hinder the development of the visitor economy and the development of the Recreation and Leisure sector.

INTERVENTION LINKS:

[ENA 11: World Class Logistics](#)

Premises / Property

- 2.17 Premises and property for initial location, relocation and expansion is critical for business and employment growth as well as changing perceptions of Thurrock. Given the potential scale of economic change, ensuring the evolution of the right business spaces over the next 15 years will be critical. Obviously, this is linked to the successful evolution of Thurrock’s economic hubs.

INTERVENTION LINKS:

[ENA 13: Flagship Business Spaces](#)

[EMB 9: Space to Grow](#)

Staff Training / Recruitment Issues (Skills Gaps and Staff Retention)

- 2.18 The Strategy outlines the fundamental importance of improving skills (across the board) and the relationship this has with future economic growth within Thurrock. As core sectors (particularly Retail and Port, Logistics and Transport) evolve, so does their need for a more highly skilled and adaptable workforce. The nature of the opportunity sectors means that growth in these areas will require Thurrock to develop a more customer facing service-orientated workforce, support in doing this will be particularly important.

INTERVENTION LINKS:

[ENA 2: Introducing Sectors to Thurrock Schools](#)

[ENA 3: Comprehensive Work Placement Offer](#)

[ENA 4: Employer Compacts](#)

[ENA 7: Sector Based FE Offer](#)

[ENA 9: Excellence in Recruitment and Retention](#)

Legislation Compliance (Including Legal Advice, European Compliance etc.)

- 2.19 Businesses are increasingly having to ensure that they meet specific standards (ISO, IIP etc) if they are to grow and expand into new markets. Port, Logistics and Transport are now required to meet specific legislation in relation to driver qualifications. Supporting the sector to overcome the competitive pressures this has caused will be key to building upon Thurrock's strength in this area.

INTERVENTION LINKS:

[EMB 2: Modern Methods](#)

[EMB 6: Green Systems](#)

A Specific Marketing Offer

- 2.20 Inward investment is obviously a key component of Thurrock's economic and employment growth. It is highly important that Thurrock develops a positive marketing offer for both core and opportunity sectors. Getting the right messages into national and international markets will be of particular importance to opportunity sectors.

INTERVENTION LINKS:

ENA 5: Developing the Inward Investment Proposition

ENA 6: Opportunity Sector Marketing Offer

3. Enabling Economic Growth

- 3.1 In order for employment and broader economic growth to become a reality, an appropriate 'platform' for this growth must be established. This requires the development and delivery of a number of important 'enabling' factors – components that will directly support the creation of new jobs.



- 3.2 **Enabling objectives and interventions, as well as supporting employment growth in target sectors, will generate significant economic improvement generally.** These interventions encompass a number of activity areas. The development of the Thurrock skills base in particular is critical to enabling employment growth (particularly for opportunity sectors), acting as a mechanism for business development and expansion, an attractor of investment and an enabler of community prosperity. For this reason, skills enhancement activities and associated training and learning development feature prominently in the range of interventions to be implemented.

- 3.3 The overall configuration of a clear investment offer is also vital to enabling employment growth in Thurrock. A successful stream of high value added new investment drawn into the area, will be one of the cornerstones of a successful economic strategy. For this reason, interventions aimed at maximising the quality of the investment offer, with requisite investment management and aftercare functions, are also hugely important.
- 3.4 Enabling employment growth is very much about creating the conditions for growth within individual businesses. There is a clear need to ensure that existing businesses in Thurrock are supported to grow and diversify effectively. Key to this is the provision of a range of high quality flexible business spaces where enterprises can develop and expand. Support for effective business development also requires a well joined-up and easily accessible range of support services aimed at generating improved managerial capacity, effective financial and business decision making and facilitating innovation, access to appropriate research and entry into new domestic and overseas markets.
- 3.5 A programme of 'Enabling' interventions is summarised below. These projects are worked up further as detailed projects sheets in Appendix A of this document:

Project Title	Enabling Objectives	Description	Delivery Period	Lead	Partners	Priority	Funding PA	Outcome
ENA 1: Business Growth Programme	Relevant Business Support Offer & Structure	Selective targeted business support programme for firms with ambitious growth plans. Focussing on the development of 5 year growth and targeting both 'core' and 'opportunity' sectors.	2008-2011 – possibility to become self-sustaining	Business Link	Local Accountants, Venture Capitalists, Thurrock Enterprise Agency (TEA).	HIGH	£150,000	Fast-tracking of success stories, developing momentum, particularly in key sectors. Stimulating revenue and subsequently employment.
ENA 2: Introducing Sectors to Thurrock Schools	Stronger Skills Base Raising Aspirations	Employment of specific co-ordinator to ensure links between schools and key sector industries including work placement opportunities, school based projects, mentoring and school visits by companies.	2008-2013	TTGDC, LEA	Thurrock Business Association (TBA),	MEDIUM	£50,000	Increase in aspiration amongst young people and consideration of a wider variety of careers. Better links between business and community. First step towards a more skilled workforce.

Project Title	Enabling Objectives	Description	Delivery Period	Lead	Partners	Priority	Funding PA	Outcome
ENA 3: Comprehensive Work Placement Offer	Stronger Skills Base Raising Aspirations	Ensuring that every willing member of Thurrock's community has access to work placements or tasters. Linked primarily to ENA 2, local 'Business Champions' who will sign up to provide a variety of experiences.	2008-2013	TBA, TTGDC	LEA, Job Centre Plus (JCP), Thurrock and Basildon College (TBC)	HIGH	£10,000	Continuing links to new employment experiences for Thurrock residents and thus increasing knowledge of economy locally. Moving towards a population with skills relevant to the needs of local businesses.
ENA 4: Employer Compacts – 'The Thurrock Compact'	Stronger Skills Base	Building upon development activity in ENA 2 and 3. Development of vocational pathways combining educational and employment activities. Responding to the key skills needs of businesses in key sectors.	2010-2014	Thurrock Learning Partnership (TLP), Essex LSC	TTGDC, TBA, LEA,	MEDIUM	£75,000 administration costs. Specific unit costs vary between companies	Formalisation of links between employers and educational providers. Ongoing development of skilled, responsive workforce.
ENA 5: Developing the Inward Investment Proposition	Improve Inward Investment Offer	Development and subsequent promotion of a single, acknowledged inward investment proposition for Thurrock.	2007-2021	TTGDC	Gateway to London, Exdra, TGSE, Essex Investment Service (EIS)	HIGH	£30,000 development cost. £10,000 there on	Improved external perceptions of Thurrock, leading to increased national investment and FDI leading to increase employment
ENA 6: Opportunity Sector Marketing Offer	Improve Inward Investment Offer	Development of specific marketing plans for each opportunity sector, outlining the comparative advantage of Thurrock for the sector. Followed by national and international promotion.	2007-2021	TTGDC	EEL, EIS, Exdra, Sector Skills Councils	HIGH	£60,000 to develop initial plans. £20,000 pa thereon.	Improved external perceptions of Thurrock, leading to increased national investment and FDI leading to increase employment and diversity within the economy.

Project Title	Enabling Objectives	Description	Delivery Period	Lead	Partners	Priority	Funding PA	Outcome
ENA 7: Sector Based FE Offer:	Stronger Skills Base	Development of formal structures that allow close working between employers and FE providers to ensure FE learning meets sector needs. Long term development of specific curricula will act as 'ramp-up' activity for the Thurrock Learning Campus.	2009-2014	TTGDC, FE Providers	TBA, Essex LSC	HIGH	£55,000	Obvious continuation from ENA 2,3 and 4. Providing an opportunity for Thurrock residents to consider FE, thus decreasing graduate leakage. In the long term sectors will be provided with higher level employees graduating from the Thurrock Learning Campus.
ENA 8: Maximise Thurrock's Sales	Relevant Business Support Offer & Structure	3 year programme using sector specialists, providing specific advice and assistance in relation to the effectiveness of sales and expansion into new markets. Grant programme to assist Thurrock companies in market exploration.	2009-2011	Business Link (Sector Specialists)	TBA, TTGDC	HIGH	£75,000 £30,000 (Grant assistance)	Primarily improve sales and revenue of Thurrock businesses, driving expansion and subsequently employment. Also provides increased Thurrock presence in wider national and international markets.
ENA 9: Excellence in Recruitment and Retention	Stronger Skills Base Relevant Business Support Offer & Structure	Addressing transient employment base by assisting Thurrock's firms to deploy best practice solutions across all aspects of recruitment and retention including job descriptions, interviewing, staff motivation, reward regimes etc.	2008-2013	Business Link, Essex LSC	TBA, TEA	HIGH	£50,000	Creation of a strong, loyal workforce with lower levels of transience. A decrease of reliance on part-time and temporary work.

Project Title	Enabling Objectives	Description	Delivery Period	Lead	Partners	Priority	Funding PA	Outcome
ENA 10: Thurrock Academy of Transport and Logistics	Stronger Skills Base Improve Inward Investment Offer Relevant Business Support Offer & Structure Physical Infrastructure in Place Raising Aspirations	Development of an appropriate and complete curriculum and facility(s) to deliver a Nationally focussed Academy of Transport and Logistics. Located primarily at London Gateway this would also have 'access points' at Tilbury and Thurrock Learning Campus.	2009-2011– Partnership development and scoping work.	TTGDC, DP World (DPW)	TBC, HE/FE Partners, Port of Tilbury (PoT), Essex LSC.	HIGH	3 year development and scoping period £225,000	High profile development leading to Thurrock becoming the centre of the port, logistics and transport sector for the UK. Increase in highly skilled employees for the sector.
ENA 11: World Class Logistics	Stronger Skills Base Relevant Business Support Offer & Structure	Development of a leading edge sector support programme, directly tackling the issues that hinder growth and diversification for Port, Logistics and Transport companies. This will act as a pre-cursor to ENA10 (Academy of Transport and Logistics).	2008-2011	Skills for Logistics,	DPW, PoT, TBA, TTGDC, Essex LSC	HIGH	£20,000 year 1 (scoping the offer), £100,00 pa years 2-4.	More efficient business process for companies in Port, Transport and Logistics sector. Provision of a further comparative advantage for Thurrock as a location for businesses within the sector.
ENA 12: Centre of Excellence in Public Services	Stronger Skills Base Raising Aspirations	Intermediate Labour Market (ILM) geared towards enhancing opportunities for local people to fill the (existing and future) gaps that exist within public services in Thurrock. Design of highly specific interventions linked to specific career pathways in public services in Thurrock.	2009-2012	South West Essex PCT, Thurrock Borough Council	TLP, Essex LSC,	MEDIUM	£200,000	Long term decrease in unemployment and 'transience' within the Thurrock workforce. Decrease in the number of skilled public service jobs in Thurrock filled by non-Thurrock residents.

Project Title	Enabling Objectives	Description	Delivery Period	Lead	Partners	Priority	Funding PA	Outcome
ENA 13: Flagship Business Spaces	Physical Infrastructure in Place	Feasibility and subsequent high profile developments to house new and existing Thurrock businesses as well as provide stimulus for the development of the office market in Thurrock. 3 Sites are identified: Lakeside: High profile 'tower' development at the junction of West Thurrock way and A126; Purfleet: Business Village at Botony way focussed on enterprise and micro business; Grays: Business centre seeded by growing public sector, but also providing 'move on' space for expanding businesses.	Feasibility 2008/9 Development in line with delivery of masterplans	TTGDC	Thurrock Borough Council, Business Link, East of England International (EEI)	HIGH	£100,000 feasibility and project development fees. Capital costs dependant on scale and type of development	New office offer in Thurrock contributing to a more substantial investor offer as a whole. Prominent new office developments will help to change perceptions of Thurrock as an investor location.
ENA 14: Enterprise Education	Stronger Skills Base Raising Aspirations	Complete enterprise education programme from primary school to FE. Develop a curriculum offer including enterprise champions, mock businesses, basic business admin, company visits, teacher to business briefings etc.	2008-2013	TLP, LEA	Essex LSC, Business Link, TEA, Exdra.	MEDIUM	£50,000	Develop nationally recognised good practice in Enterprise Education within Thurrock's schools. Increased aspiration amongst young people in Thurrock. Increased consideration of start-up as possible career. Long term impact upon start-up and survival rates locally.

Project Title	Enabling Objectives	Description	Delivery Period	Lead	Partners	Priority	Funding PA	Outcome
ENA 15: Sustainable Industrial Park	Physical Infrastructure in Place	Feasibility and subsequent development of a Sustainable Industrial Park (home to the growing Environment Technology and Energy Sector) in Tilbury. As a centre for Thurrock's growing Environmental Technology and Energy sector this would include export focussed recycling activity (linked to the port), development of infrastructure for renewable energy etc. It is intended that this would attract larger companies and activities and would complement the planned SIP at Dagenham Dock.	Initial Feasibility 2008	TTGDC	Port of Tilbury, Tilbury Power Station	MEDIUM	£60,000 to test feasibility. Capital costs dependant on scale and type of development	Foothold and reputation within growing Environmental Technologies and Energy Sector. Expanded Port activity (increased exports).

4. Embedding Economic Growth

- 4.1 In order for the economic development of Thurrock to be sustainable in the long term, it is imperative that the economic gains in terms of new employment, enhanced skills and new business formation are *embedded* in the locality successfully. If this can be achieved, investments will be less likely to flow to other locations as external influences alter and further development can build upon the evolving local economic base. In order for this process to be effectively realised, a number of 'Embedding factors' are necessary.



- 4.2 The interventions outlined within this Implementation Plan must provide a holistic improvement in Thurrock as a location not only for businesses but also as a location for people to live and enjoy leisure time. As such, interventions reflect both the need to maintain a transformation within the business base, but also the need to refresh the residential offer in Thurrock and ensure that the Borough has strong communities capable not only of withstanding transformation in the next 20 years, but thriving within their new economic surroundings. This residential transformation will primarily be delivered through the emerging masterplans discussed in Section 5.

Interventions designed to 'embed' and sustain Thurrock's economic and employment growth are outlined below (these interventions are outlined in more detail in Appendix B of this document):

Project Title	Enabling Objectives	Description	Delivery Period	Lead	Partners	Priority	Funding PA	Outcome
EMB 1: Innovate to Accumulate	Effective Innovation Capacity	Linked to the Essex Innovation Network (EIN) and European network of Innovation Relay Centres (IRC) this programme assists local firms in developing innovative processes and products, in particular providing guidance for Thurrock's key sectors to ensure they receive the most up to date information on innovation in their sector. To accompany this an 'Innovation Access Point' (IAP) will be set up in Grays alongside links to key universities.	2010-2015	TTGDC, Exdra (EIN)	University of East London (UEL) NESTA ²	HIGH	£75,000 Subsequent additional capital costs for IAP.	Creation of success stories and subsequently improved perceptions of Thurrock. Adoption of innovative processes will increase value added and revenue of successful businesses.
EMB 2: Modern Methods	Effective Business Processes	Overcoming key barriers to growth in the construction sector. A three year programme that will provide training attuned with the needs of the market over the next 20-30 years whilst also positioning Thurrock businesses to benefit from the opportunities in the Thames Gateway over the next 10 years. Key elements will include	2008-2010	Construction Skills (SSC)	Thurrock Construction Bus ³	MEDIUM	£100,000	Thurrock to become an exemplar of the construction sector, providing national best practice in sustainable methods. Increase in Thurrock businesses accessing contracts within the local areas in the wider Thames Gateway.

² NESTA – National Endowment for Science Technology and the Arts

³ As outlined in the Thames Gateway South Essex Investing in Communities (IIC) Plan

Project Title	Enabling Objectives	Description	Delivery Period	Lead	Partners	Priority	Funding PA	Outcome
		sustainable construction, conservation and waste and implementing sustainable design.						
EMB 3: Economic Inclusion Plans	Tackling Deprivation	A locationally specific neighbourhood renewal and community plan focussing on Thurrock's most deprived areas (Tilbury and South Ockendon), ensuring that these areas are ready to capitalise upon the benefits of growth and don't miss out on the benefit of economic growth. Linked specifically to the delivery of TGSE Investing in Communities Business Plan.	2009-2015	TTGDC, EEDA	Thurrock Borough Council	HIGH	£50,000 developing plans. £200,000pa to deliver targeted interventions.	Decrease in unemployment and benefit claimants in deprived areas. Increase in opportunities for local people to benefit from the opportunities created by Thurrock economic growth.
EMB 4: Healthy Economy Initiative	Tackling Deprivation	Acknowledging the link between poor health and low levels of economic activity and productivity. A two-pronged approach aimed at providing diversity in both health and employment services. Firstly, by placing employment advisors into GP surgeries; secondly, health workers deliver services in the workplace, ensuring the workforce remains as healthy and productive as possible.	2010-2014	South West Essex PCT. JCP	TBA, TTGDC	MEDIUM	£90,000	Decrease in the number of Thurrock residents claiming health or medical related benefits. More effective outreach and referral of long-term unemployed. Health workers in the workplace has potential to form part of the inward investment proposition.
EMB 5: Procurement and Supply Chain Action Teams	Effective Business Processes	Highly skilled specialist advisors providing direct support for businesses who need to tender for work directly or wish to access supply chains of larger master vendors. Specific	2010-2019	TTGDC, Exdra	Chartered Institute of Purchase and Supply (CIPS), Business Link,	HIGH	£130,000	Improved revenue streams for Thurrock businesses (through integration into supply chains). Increase in the number of Thurrock companies delivering

Project Title	Enabling Objectives	Description	Delivery Period	Lead	Partners	Priority	Funding PA	Outcome
		support would include assistance with tender writing, PQQs and brokerage to specific training to achieve required accreditations (ISO, IIP etc.)			EEDA Procurement Manager, Supply London, EEI			public sector services in the Borough (decrease in leakage).
EMB 6: Green Systems	Effective Business Processes Effective Innovation Capacity	Tackling Thurrock's poor image and reputation as location for 'dirty' businesses whilst helping firms improve their cost efficiency and operational processes. A programme of provision, events and training, as well as a grant programme to adopt more environmentally friendly processes.	2010-2013	Business Link, EEDA	Carbon Trust, DTI (Manufacturing Advice Service), TBA	MEDIUM	£75,000	Change in perception of Thurrock (Green Systems are acknowledged as being increasingly important in relation to FDI). Improved processes for businesses who need to meet specific environmental requirements. Long term improvement in Thurrock's environmental quality leading to enhanced liveability.
EMB 7: Expanded Aftercare Offer	Effective Business Processes	Development of a specific team or individual with responsibility for continuous liaison with businesses who are investing (or re-investing) in Thurrock. Specifically, this will include the brokerage of specific solutions to specific problems faced by Thurrock's businesses.	2010-2021	TTGDC	Exdra (as provider of regional offer), EEI, Thurrock Borough Council, Gateway to London	HIGH	£60,000	Increased repeat investment and retention (and subsequently employment). Improved business to business / word of mouth marketing.
EMB 8: Development of Regional Social Enterprise Hub	Effective Business Processes	Stimulating levels of social enterprise activity through: 1) outreach to identify potential social enterprises and potential markets (i.e. areas where conventional markets are	2011-2013	Business Link, TCVS	TLP, TTGDC, SWE PCT ('demand' side partner)	MEDIUM	£120,000, further capital costs associated with the	A more diverse economic base which maintains local involvement. Increased access to employment or employment

Project Title	Enabling Objectives	Description	Delivery Period	Lead	Partners	Priority	Funding PA	Outcome
		failing to address local and community need); 2) development of physical, regionally-focussed social enterprise hub.					'hub'	'type' (i.e. voluntary) activities. More sophisticated pathways to employment. Stronger communities.
EMB 9: Space to Grow	Business Space Improvement	Mapping of business space and premises in the Borough to develop a clear understanding of the current offer to investor businesses. Following this initial exercise information will be used to develop a continually updated web-based property portal.	2008-2021	TTGDC, EEI	Thurrock Borough Council Planning Dept., TBA	HIGH	£75,000 initial mapping and web portal set up. £20,000 pa monitoring and maintenance	Clearer idea of 'offer' for potential investors. Improved ease of monitoring enquiries creating information to inform future changes in demand for space in Thurrock.

5. Intervention in Thurrock's Economic Hubs

5.1 This section provides further detail regarding how the various interventions outlined above will feature in the development of each of Thurrock's economic hubs.

Core Functions of Each Hub

5.2 The Economic Development Strategy document outlines the need to develop a **network of economic hubs**. The table below sets out the relationship between each economic hub and the various spatial components that will support economic growth, as well as how each hub relates to other locations:

- where a box is shaded, it represents a key relationship between an area and a specific component of growth – for example Grays and Lakeside are both identified as locations with particular opportunities for office development;
- emboldened interventions illustrate, where the Development Corporation and its partners are already working towards these goals, either through masterplanning or, more specifically, through the 12 strategic interventions outlined in the introduction to this plan.

Key Delivery Point:

In order to ensure that the hubs are developed and delivered in an efficient manner, the Development Corporation should convene a select, focused group of relevant partners for each location with the responsibility for ensuring that delivery of appropriate masterplans brings with it sustainable, 'spatially joined-up' economic growth.

Complementary Economic Locations: Outline of Key Physical Components of Growth Linked to Thurrock's Key Economic Hubs

KEY SPATIAL COMPONENTS OF GROWTH	PURFLEET	GRAYS	LAKESIDE/WEST THURROCK	TILBURY	LONDON GATEWAY
Office	<ul style="list-style-type: none"> • Enterprise space and micro-business space at Botany Way • Limited scope for large scale development • Creative sector (stimulated by the Royal Opera House Production Park) 	<ul style="list-style-type: none"> • New business centre – possibly seeded by growing public sector • ‘Move on’ space for smaller businesses relocating from around the Borough Park) 	<ul style="list-style-type: none"> • High profile office development - Flagship office ‘tower’ located at the junction of West Thurrock way and A126, visible from motorway and approach roads 	<ul style="list-style-type: none"> • Limited potential 	<ul style="list-style-type: none"> • Office function related to logistics and distribution
Logistics/Distribution	<ul style="list-style-type: none"> • Support existing functions of major riverside employers, supporting Thurrock’s ‘brands’ 	<ul style="list-style-type: none"> • Limited scope 	<ul style="list-style-type: none"> • High quality road-based logistics functions in West Thurrock 	<ul style="list-style-type: none"> • Complementary relationship with London Gateway, continuing to serve European markets 	<ul style="list-style-type: none"> • Development of new deep water port development with global remit
Retail	<ul style="list-style-type: none"> • Development of appropriate town centre functions, linked to the evolving needs of local population 	<ul style="list-style-type: none"> • ‘Local’ town centre offer complementary to Lakeside 	<ul style="list-style-type: none"> • Significant expansion of existing retail functions to consolidate regional and national markets 	<ul style="list-style-type: none"> • Development of a new town centre providing appropriate offer for new and existing residents 	<ul style="list-style-type: none"> • Limited scope at London Gateway, although enhancement of offer in Corringham and Stanford Le Hope.
Industrial(inc. construction processes)	<ul style="list-style-type: none"> • Support the evolution and growth of existing employers 	<ul style="list-style-type: none"> • Limited scope 	<ul style="list-style-type: none"> • Support the evolution and growth of existing employers. 	<ul style="list-style-type: none"> • New Sustainable Industrial Park, a Hub for Environmental Technologies • New state of the art ‘Carbon Capture’ Coal Power Station 	<ul style="list-style-type: none"> • New Business Park (driven by market demand)
Leisure	<ul style="list-style-type: none"> • New RSPB visitors centre and access to Rainham Marshes 	<ul style="list-style-type: none"> • Enhanced town centre, offering and improved experience. 	<ul style="list-style-type: none"> • Major new regional outdoor leisure offer on the Arena Essex site. 	<ul style="list-style-type: none"> • Enhanced visitor offer at Tilbury Fort and Coalhouse Fort 	<ul style="list-style-type: none"> • Further local leisure provision for growing South East Thurrock

		<ul style="list-style-type: none"> • New Marina, bringing a new type of leisure provision for Thurrock. 	<ul style="list-style-type: none"> • Substantial planned leisure provision to the south of existing Lakeside centre (includes major ski-slope development) 		population
Residential	<ul style="list-style-type: none"> • 1&2 bed flats generating a commuter offer in the first instance, evolving into a more diverse offer as area becomes more established 	<ul style="list-style-type: none"> • Mixed offer to cater for commuters and local employees • Easy commuter access to London 	<ul style="list-style-type: none"> • Executive housing located around London Road and Bluelands Quarry • 'Move on' housing to cope with the residential needs of Thurrock's evolving population 	<ul style="list-style-type: none"> • Quality residential development linked to new workforce at London Gateway • Some potential for commuter development • Potential for high quality residential development at former Bata factory (East Tilbury) 	<ul style="list-style-type: none"> • East Thurrock masterplan developing a more diverse housing offer linked to London Gateway
Publi services	<ul style="list-style-type: none"> • New service (town centre) hub including primary schools, new station and health centre 	<ul style="list-style-type: none"> • Thurrock Learning Campus with elements of curriculum tailored to key sectors • Evolving public service functions in keeping with status as Thurrock's 'Capital' town • High quality services • Development of new Community Hospital. 	<ul style="list-style-type: none"> • Limited scope • Improvement of public services and social infrastructure in wider 'East Thurrock' area 	<ul style="list-style-type: none"> • Potential provision of satellite for Academy of Transport and Logistics • Improved town centre services 	<ul style="list-style-type: none"> • National Academy for Transport and Logistics • Improved level of service provision necessary to support local population and business base

5.3 The table above illustrates that considerable physical change is required to help stimulate economic growth in Thurrock; however, it also outlines the clear links that exist between the hubs themselves and more importantly the opportunities to develop sector specialisms within certain locations (These sectors are described in detail in Section 3). The remainder of this section revisits the economic visions for each hub (outlined in full in the Strategy document) and outlines 'Enabling' and 'Embedding' activity to be carried out as part of the ongoing masterplanning and development process.

PURFLEET

- 5.4 The Economic Development Strategy identifies Purfleet as the centre of Thurrock’s creative sector; a location for a highly skilled workforce benefiting from the areas links to London. Critically, the strategy also highlights the importance of supporting existing businesses locally, many of which are amongst Thurrock’s most high profile.

Delivery

- 5.5 Ensuring that existing businesses are supported and the right mix of housing and social infrastructure is delivered in Purfleet will be critical factors for success in the short to medium term. In the long term, providing space for new business formation and high value added small business activity will be crucial, whilst the new Production Park and town centre will help change perceptions of the area.
- 5.6 The following delivery elements will enable Purfleet to play a key role in the transformation of Thurrock’s economy (where relevant, links are outlined to core ‘enabling’ and ‘embedding’ projects outlined in sections 4 and 5):

Enabling	Embedding
Development of appropriate town centre retail and entertainment offer in line with the needs of the commuter population.	Ensure delivery of appropriate housing mix (as per the masterplan). Consider development of housing suitable for those working at the Production Park.
Strategic marketing of Purfleet as a residential location through London agents.	Ensure early delivery of health facility west of the station and Primary Schools to meet the needs of a new population.
Development of Production Park and Centre of Excellence for Creative Industries.	Delivery of growth support for existing businesses. EMB7: Expanded Aftercare Offer
Early international marketing of ROH Production Park in partnership with East of England International. ENA5: Developing the Inward Investment Proposition	
Following delivery of the masterplan, investigate feasibility of possible business centre at Botany Way. ENA13: Flagship Businesses Spaces	

GRAYS

- 5.7 The Thurrock Economic Development Strategy outlines that Grays will evolve further as the district centre for Thurrock and as such will provide administration and education functions for the Borough's growing population. New infrastructure such as the Thurrock Learning Campus and Community Hospital will increase the town's importance as a strategic and political centre.

Delivery

- 5.8 A number of actions will be key to developing Grays' status as administrative centre of the Borough. Appropriate housing, leisure opportunities, public services and education provision will all be key to attracting and retaining a skilled, diverse population. The following delivery elements are necessary (where relevant, links are outlined to core 'enabling' and 'embedding' projects outlined in sections 4 and 5):

Enabling	Embedding
Development of an FE/HE education campus specialising in key sectors such as health care, engineering and environmental technologies. This will both provide employment opportunities and build the strength of the key sectors in the longer term. ENA7: Develop a Sector Based FE Offer	Investigate the feasibility of using the public service sector to seed office development in Grays town centre with a view to accommodating the growing business services cluster. EMB9: Space to Grow
Prevent economic leakage by developing a quality night-time economy including restaurants, bars and cultural attractions such as a theatre and cinema.	Continue to develop the offer at the Thurrock Learning Campus to reflect the changing needs of the community and economy.
Provide appropriate housing for a highly-skilled workforce as well as the current population and new students.	Ensure social and community infrastructure continues to develop in line with the needs of the local population.
Social and community infrastructure, namely health, education and community services, are important elements in creating a sustainable community. These need to be delivered upfront to ensure that residents are attracted to the area.	Support the development of the Innovation Relay Centre in Grays. EMB1: Innovate to Accumulate
Work with partners to increase the number of public sector jobs and businesses providing services to and on behalf of the public sector. ENA12: Centre of Excellence in Public Services	

LAKESIDE AND WEST THURROCK

- 5.9 The Economic Development Strategy suggests that Lakeside and West Thurrock should be supported so it may continue to provide a regionally significant retail offer whilst also exploring the high profile development to stimulate Thurrock's office market. There is also significant potential to increase recreation and leisure functions across the area through high profile developments, whilst the continued presence of some of the Borough's key businesses should be supported.

Delivery

- 5.10 Given that Lakeside and West Thurrock is a key retail and leisure destination, for many of those from outside the sub-region it will be the recognisable 'face' of Thurrock. As such, it is important to deliver a number of higher profile interventions in order to achieve the vision for the hub set out in the Economic Development Strategy (where relevant, links are outlined to core 'enabling' and 'embedding' projects outlined in sections 4 and 5) :

Enabling	Embedding
<p>Marketing of the area as a regional retail and leisure destination, building on the Lakeside name and Thurrock identity, to attract visitors (shoppers and leisure visitors alike) to the area.</p> <p>ENA5: Developing the Inward Investment Proposition ENA6: Opportunity Sector Marketing Offer</p>	<p>Ensure that as the retail and leisure offer develops the local workforce is appropriately skilled.</p>
<p>Development of appropriate transport infrastructure, ranging from roads, junctions, car parks, public transport and connected cycle routes and footpaths.</p>	<p>Continued inward investment marketing will ensure that the retail and leisure offer is continually ahead and in parallel with the market.</p> <p>EMB7:Expanded Aftercare Offer</p>
<p>Establishment of retail training facility at the Thurrock Learning Campus.</p> <p>ENA7: Develop a Sector Based FE Offer</p>	<p>Ensure the development of appropriate 'executive' housing on key sites within West Thurrock.</p>
<p>Ensure that all marketing and promotion of Lakeside includes reference to Thurrock.</p> <p>ENA5: Developing the Inward Investment Proposition ENA6: Opportunity Sector Marketing Offer</p>	<p>An expansion of retail floorspace will give rise to further retail employment.</p> <p>EMB9: Space to Grow</p>

Investigate the feasibility of large scale 'iconic' office development at Lakeside (including speculative marketing to potential tenants). ENA 13: Flagship Business Spaces	Leisure sector employment will be significantly increased through the implementation of the proposed masterplan.
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TILBURY

- 5.11 The continuing success of port activities at Tilbury means that the area will continue to be a significant source of employment within Thurrock. The riverside location, port and transport links make Tilbury an ideal location for the growth of Thurrock's Environmental Technologies and Energy sectors.

Delivery

- 5.12 A number of critical components will be necessary to ensure that the Tilbury is a key contributor to the overall development of the Borough (where relevant, links are outlined to core 'enabling' and 'embedding' projects outlined in sections 4 and 5):

Enabling	Embedding
Inward investment marketing targeted at specific national businesses within the Environmental Technologies and Energy sector. ENA5: Developing the Inward Investment Proposition ENA6: Opportunity Sector Marketing Offer	Ensure development of Tilbury (in particular Power Station) is undertaken in a way that is not detrimental to the growing housing offer in the Borough as a whole.
Targeted inward investment and marketing to larger foreign construction firms looking to locate within the Thames Gateway. ENA5: Developing the Inward Investment Proposition ENA6: Opportunity Sector Marketing Offer	Ensure that that Neighbourhood Renewal and community based interventions focus on the Tilbury's deprived communities. EMB3: Economic Inclusion Plans EMB4: Healthy Economy Initiative
Support the RWE/NPower proposals for the development of Tilbury Power Station, identify options for the development of further industrial sites nearby – undertake pre-development marketing to assess feasibility. ENA15: Sustainable Industrial Park	Consider the development of appropriate residential development at East Tilbury.
	Liaise with LTGDC and monitor the proposed development of the

	Sustainable Industrial Park at Dagenham Dock and ensure complimentary in any similar development in Thurrock.
	Support Tilbury companies to exploit local opportunities related to London 2012 and development local EMB5: Procurement and Supply Chain
	Development of targeted interventions for Construction sector. EMB2: Modern Methods

LONDON GATEWAY

- 5.13 London Gateway is Thurrock's biggest opportunity to deliver something which has **national and international significance**. This will bring large scale employment in port and logistics sectors as well as in supporting industries via development of a large scale business park. London Gateway is private-sector led and as such reduces the level of risk to be absorbed by the public sector as well as guaranteeing substantial employment growth within the Borough.

Delivery

- 5.14 London Gateway will play a key role in the transformation of Thurrock's economy and will deliver a significant proportion of the required employment growth in the area. Unlike other areas in Thurrock which require speculative interventions led by the Development Corporation, as market demand already exists there is less need here for publicly funded intervention. Critically, the Development Corporation and partners need to ensure that the maximum benefit of development is extracted for local people (where relevant, links are outlined to core 'enabling' and 'embedding' projects outlined in sections 4 and 5):

Enabling	Embedding
Set up partner group to support DP World in the development of London Gateway.	Ensure local housing offer includes sub executive housing to serve London Gateway and Thurrock as a whole.
Developing an Academy for Transport and Logistics to provide training, both full time and work-based, to develop the skills of individuals new to the sectors as well as providing continuing professional development (CPD) to those already employed within them.	Support the development of the necessary road and rail infrastructure to support the development and attract business investment in the area

ENA10: Thurrock Academy of Transport and Logistics	
Ensure that where possible London Gateway is acknowledged as a location in Thurrock. ENA5: Developing the Inward Investment Proposition	
Enable appropriate training and development delivery to ensure local population is job ready for the opportunities available at London Gateway. ENA2: Introducing Sectors to Thurrock Schools ENA3: Comprehensive Work Placement Offer ENA7: Sector Based FE Offer ENA11: World Class Logistics	
Support the development of London Gateway and those businesses which support its operations. ENA11: World Class Logistics	
Ongoing international marketing and inward investment campaign linked to London Gateway. ENA5: Developing the Inward Investment Proposition	

5.15 This section has focussed upon the necessary interventions and strategic positioning to enable Thurrock to develop the necessary spaces to support transformational economic growth. As such, the section is designed to provide partners with outline of the activities of the Development Corporation as well as providing strategic linkage (in an economic sense) to 24 'core' interventions outlined in this plan. Whilst the five economic hubs will supply the space for employment growth in Thurrock, it is the key sectors outlined in the strategy that will deliver actual employment.

6. Phasing and Funding of Delivery

Priority Interventions

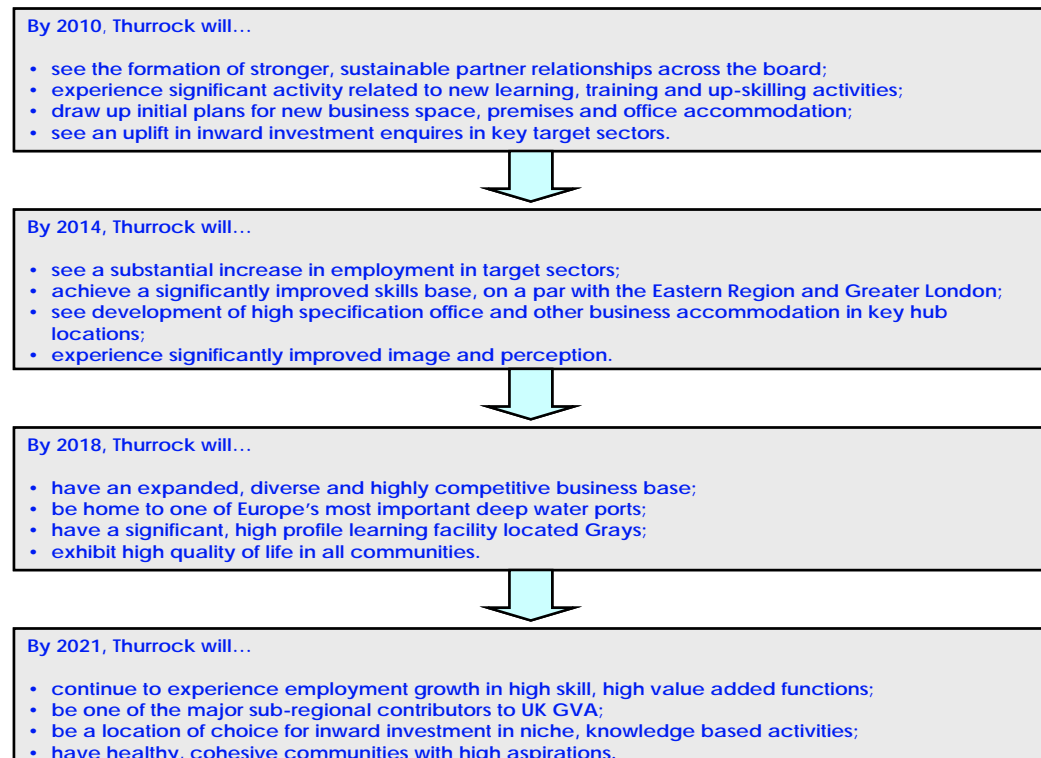
- 6.1 This document outlines **24 new economic interventions** over and above the **12 key strategic physical interventions** currently being taken forward by the Development Corporation. Given the ever-changing policy landscape nationally and specifically within the Thames Gateway, it may not be possible to deliver all of the high priority interventions. As such, the following projects have been identified as being those which will have the greatest positive impact upon Thurrock's future economic growth:

Key Priority Action	Rationale for 'Key Priority' Status
ENA 3: Comprehensive Work Placement Offer: Providing local businesses with the opportunity to work more closely with local schools and community organisations to provide a high quality work placement offer that brings local people closer to the business population.	An important quick win. This project can be delivered quickly and produce results (albeit softer outcomes) over a short timescale, thus creating momentum in delivering the Strategy. Critically, this intervention engages Thurrock's future employees and ensures they are considering employment in the sectors that will drive economic growth in the future.
ENA 5: Developing the Inward Investment Proposition: Developing a single, acknowledged, inward investment proposition to underpin regional, national and international marketing activities.	Critical to achieving the 'step-change' required to transform Thurrock's economy. Stimulating levels of international and domestic investment will be the most high impact method of creating new employment and changing perceptions of the area.
ENA 7: Sector Based FE Offer: Development of an FE offer that provides a link between school curricula and sustainable employment in Thurrock's key sectors. Critically, this will form the basis of learning at the new Thurrock Learning Campus in Grays.	An appropriately designed FE & HE offer locally that fully supports growth in target sectors isn't currently available. Critically, linked to this is the development of The Thurrock Learning Campus - this new facility will not only drive FE provision and work based learning for decades to come, but will challenge the traditional perceptions and expectations of Thurrock's communities.
ENA 10: Thurrock Academy of Transport and Logistics: An academy with an international reputation for providing a high quality curriculum and work based learning for the benefit of employees and businesses alike.	Similar to the Thurrock Learning Campus, a flagship facility of national significance will play a key role in changing perceptions of and within Thurrock as well as supporting the development of a workforce with skills to support growth. Critically, The Academy of Transport and Logistics will provide a 'bridging point' between local people and Thurrock's key economic driver, London Gateway.
ENA 13: Flagship Business Spaces: Bringing forward a successful network of office developments at Grays and Purfleet with a significant new development at Lakeside.	Thurrock's office market is weak given the size of the ambitions for growth and diversification in the area. Supporting new developments at Purfleet and Grays will create a more complete offer. Whilst high risk, a new, flagship office development at Lakeside has the potential to stimulate and re-invent Thurrock's

	office market, whilst also providing an iconic symbol for Thurrock's economic future in a prominent location.
EMB 7: Expanded Aftercare Offer: A comprehensive aftercare offer which ensures that every business investing in Thurrock is provided with a specific point of contact for at least 18 months following arrival in Borough.	'Embedding' interventions are driven by a need to make investment and growth 'stick'. An expanded aftercare offer for businesses investing and re-investing in the area acknowledges the direct role businesses play in delivering economic growth in Thurrock and increases the likelihood of long term location in the area.

Setting out Thurrock's Transformation

6.2 The interventions and activities outlined within this document are intended to deliver ambitious economic growth to meet identified employment targets to 2021. There will be a number of internal and external economic and political factors that could change the trajectory of the growth in this period meaning the exact delivery 'route' will undoubtedly be subject to some change and re-alignment. With this in mind, before dealing with the detail of timescales and funding, it is worth considering the possible stages of Thurrock's economic transformation.



- 6.3 Whilst the diagram above is an indicative vision of Thurrock's evolving economy, it is important that partners are aware of changes in the economic base as a consequence of interventions implemented through the Economic Development Strategy. A key activity for the Development Corporation as coordinator of the Economic Development Strategy will be re-checking economic 'health' to ensure a logical progression of events towards the ultimate goal of 26,000 jobs and a more diverse and sustainable economy.

Schedule of Delivery and Funding

- 6.4 The table overleaf illustrates, for each intervention, the likely timing of implementation and the cost of its delivery. Costs outlined here refer purely to the revenue costs of implementation, project development or feasibility and **do not include the capital cost of any major development** referred to or recommended in this plan.
- 6.5 Timing of the projects reflects the need for Thurrock to 'get ready' for economic growth and as such the bulk of activity will be delivered within the lifespan of the Development Corporation. However, as previously stated, given the long delivery period of the Economic Development Strategy it is fair to expect some change to the delivery schedule.

Revenue Funding of Economic Strategy Interventions (£000's)																	
	INTERVENTION	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	TOTAL
ENABLING	ENA 1: Business Growth Programme		150	200	200	150	100										800
	ENA 2: Introducing Sectors to Thurrock Schools		50	65	65	50	50	50									330
	ENA 3: Comprehensive Work Placement Offer		45	45	45	25	20	20									200
	ENA 4: Employer Compacts				75	75	75	75	75								375
	ENA 5: Developing the Inward Investment Proposition	100	250	250	250	250	250	150	150	100	100	50	50	50	50	50	2,100
	ENA 6: Opportunity Sector Marketing Offer		60	40	40	35	35	20	20	20	20	20	20	20	20	20	390
	ENA 7: Sector Based FE Offer		55	120	150	150	150	120	120	100	50	50	50	50			1,165
	ENA 8: Maximise Thurrock's Sales			105	105	105	100	85	85	50							635
	ENA 9: Excellence in Recruitment and Retention		50	100	100	100	50	50	50								500
	ENA 10: Thurrock Academy of Transport and Logistics	25	40	150	150	100	80	50	50								645
	ENA 11: World Class Logistics		20	100	100	100	60	60									440
	ENA 12: Centre of Excellence in Public Services (ILM)		75	200	200	200	200	150	75								1,100
	ENA 13: Flagship Business Spaces		200	200													400
	ENA 14: Enterprise Education		60	60	60	60	60	60									360
	ENA 15: Sustainable Industrial Park		120	100	100												320
TOTAL		125	1,175	1,735	1,640	1,400	1,230	890	625	270	170	120	120	120	70	70	9,760
EMBEDDING	EMB 1: Innovate to Accumulate				75	75	100	100	75	75							500
	EMB 2: Modern Methods		100	100	100	75	50										425
	EMB 3: Economic Inclusion Plans (Tilbury and St Ockenden)			50	200	200	200	200	200	200	100						1,350
	EMB 4: Healthy Economy Initiative				90	90	90	90	90								450
	EMB 5: Procurement and Supply Chain Action				130	130	130	130	130	130	130	130	130	130			1,300
	EMB 6: Green Systems				75	75	75	75	75								375
	EMB 7: Expanded Aftercare Offer				60	120	120	120	120	120	120	120	60	60	60	60	1,140
	EMB 8: Development of Regional Social Enterprise Hub					120	120	120	100	50							510
	EMB 9: Space to Grow		75	100	100	100	100	100	50	50	30	30	30	30	30	30	855
TOTAL		0	175	250	830	985	985	935	840	625	380	280	220	220	90	90	6,905
	Grand Total	125	1,350	1,985	2,470	2,385	2,215	1,825	1,465	895	550	400	340	340	160	160	16,665
		Total - 2014 (End of ITGDC Lifespan)							13,820								

FUNDING SOURCES

- 6.6 Funding the Economic Development Strategy will be dependant to a certain extent on the ability of partners to agree its objectives, sign-up to its principles and subsequently 'bend' mainstream budgets towards these objectives. There is a key role the Development Corporation and the new Sustainable Prosperity Team at Thurrock Council in identifying and leading consortia to bid for specific funds.
- 6.7 Of specific relevance are the various tranches of European co-financing monies available, in particular ESF (European Social Fund) and ERDF (European Regional Development Fund) available from Job Centre Plus, Learning and Skills Council, EEDA and ExDRA. The objectives of each fund are outlined in more detail below; it will be imperative that the Development Corporation and partners identify links to these objectives and use the project descriptions to work up bids responding to the requirements of each funding 'pot'.

EEDA ERDF 2007-2013 Competitiveness Programme

- 6.8 The East of England has been allocated approximately £75 million of ERDF funding to part-fund projects with a competitiveness and employment objective. The remainder of the funding has to be matched from public and private sources. Strengthening the competitiveness and attractiveness of the region, promotion of the knowledge economy and investment in human resources will feature in the successful projects awarded funding under the new programme.
- 6.9 EEDA's Operational Programme has an overall theme of '**low carbon economic growth**' and three priority strands:
- Innovation and Knowledge Transfer with Improvements in Productivity (c. £25 million)
 - Enterprise and Supporting Successful Businesses by Overcoming Barriers to Business Creation and Expansion (c. £18 million)
 - Sustainable Development, Production and Consumption (c. £29 million)

LSC ESF Co-Financing

- 6.10 The Learning and Skills Council is currently carrying out e-tendering and e-procurement for its 2008-2009 funding, including co-financing funding from the European Social Fund 2007-2013 programme.
- 6.11 The LSC's four key priorities are:
- Increase participation and attainment in education and training for 16-18 year olds
 - Strengthen partnerships with employers to raise skills and productivity of the region's workforce
 - Invest in quality of provision
 - Encourage economic development and growth in the region.
- 6.12 The LSC's Co-financing Plan 2007-10 for East of England ESF Objective 3 2007-13 introduces two priorities:

- Extending employment opportunities – focus on 14-19 year olds at risk of, or already NEET; Skills for Jobs for adults, especially focusing on priority sectors with skills shortages. Community Grants will be available for Voluntary and Community Sector. This inc
- Developing a skilled and adaptable workforce – focus on basic skills to level 2 to link with Train to Gain. Some level 3 activity primarily in priority sectors.

Job Centre Plus ESF Co-Financing

6.13 JCP ESF funding for the 2007-2013 Programme covering two areas:

- Skills development through flexible pathways
- Intermediate Labour Markets to overcome barriers to work

6.14 Target groups are unemployed and inactive customers, people on incapacity benefits, lone parents, other people with children, people at a disadvantage in the labour market (BME groups, offenders, history of drug and alcohol abuse, homeless, refugees and people over 50), people with disabilities and learning disabilities, and other JSA customers.

ExDRA ESF Co-Financing

6.15 Under Round 4 (2004-2008) of ESF, ExDRA secured £7.1 million of EU funding. This covered:

- Active labour market policies
- Equal opportunities for all and promoting social inclusion
- Lifelong learning
- Adaptability and entrepreneurship
- Improving women's participation in the labour market.

7. ORGANISATIONAL STRUCTURES

- 7.1 Imperative to the successful implementation and delivery of the Economic Development Strategy is the development of effective partnerships. This is closely aligned to Theme 6 of the Strategy; ‘Improve Partnership Working’. The Development Corporation and its partners must enter into close and transparent collaboration in the design and delivery of key interventions. Existing partnerships must be developed further, with clear identification of their role in relation to the delivery of the Economic Development Strategy through the Implementation Plan. Appropriate protocols will need to be developed, where necessary, to ensure that key actions are implemented with the full support of mutual and trust-based relationships from partners. Partners and partnerships must work together to be responsive to external socio-economic changes. As such a detailed and shared understanding of all partners’ policy and delivery priorities and constraints, as well as careful planning, is necessary to maximise the potential and chances of success of partnership working in the delivery of the Strategy.
- 7.2 Partnership working will be critical to the successful and sustainable economic growth of Thurrock. As such, it is important that in overseeing the delivery of the actions within the Implementation Plan (and the wider objectives of the Economic Development Strategy), the Development Corporation strengthens and develops mutually reinforcing partner relationships.
- 7.3 The following table outlines the partners named within this document, their roles and their current relationship with the Development Corporation. This table should act as a ‘live’ checklist to ensure relationships are fully maintained for the remainder of the Development Corporation’s lifetime:

Organisation	Role Within Strategy		Action Required to build partnership			
	Direct Deliverer	Partner	Already Agreed Involvement	Already Partner	Familiar: partnership development required	New Partner
Anglia Ruskin University	✓				✓	
Building Research Establishment (BRE)		✓				✓
Business Link East	✓			✓		
Carbon Trust		✓				✓
Chartered Institute of Purchasing and Supply (CIPS)		✓				✓

Organisation	Role Within Strategy		Action Required to build partnership			
	Direct Deliverer	Partner	Already Agreed Involvement	Already Partner	Familiar: partnership development required	New Partner
Construction Federation		✓				✓
Construction Skills		✓				✓
Department for Transport		✓			✓	
DP World	✓			✓		
DTI Manufacturing Advisory Service		✓				✓
DTI Partners in Innovation		✓				✓
East Of England International	✓		✓			
EEDA	✓			✓		
Essex Innovation Network	✓				✓	
ExDRA	✓				✓	
Gateway to London	✓		✓			
Innovation Relay Centres (IRC)	✓				✓	
Job Centre Plus	✓			✓		
Local Accountants		✓				✓
Local Schools	✓				✓	

Organisation	Role Within Strategy		Action Required to build partnership			
	Direct Deliverer	Partner	Already Agreed Involvement	Already Partner	Familiar: partnership development required	New Partner
London Thames Gateway Development Corporation		✓		✓		
NESTA		✓				✓
Port of Tilbury		✓	✓			
Royal Opera House	✓		✓			
Sector Skills Councils		✓			✓	
South East Essex College	✓				✓	
South West Essex PCT	✓		✓			
Supply London		✓				✓
The Homes and Communities Agency		✓				✓
Thurrock and Basildon College	✓			✓		
Thurrock Business Association	✓		✓			
Thurrock Council	✓		✓			
LB Havering and LB Barking and Dagenham		✓			✓	
Basildon Council		✓			✓	
Thurrock Enterprise Agency	✓			✓		

Organisation	Role Within Strategy		Action Required to build partnership			
	Direct Deliverer	Partner	Already Agreed Involvement	Already Partner	Familiar: partnership development required	New Partner
Thurrock Learning Partnership		✓	✓			
Trade Bodies		✓				✓
Voluntary and Community Sector		✓				✓
University of East London	✓				✓	
University of Essex	✓				✓	
Venture Capitalists		✓				✓
WRAP		✓				✓

APPENDICES

1. **APPENDIX A Project Sheets: Enabling**

Detailed project sheets outlining delivery detail for core enabling projects

2. **APPENDIX B Project Sheets: Embedding**

Detailed project sheets outlining delivery detail for core embedding projects

3. **Key Sector Publications**

Key, target industry publications for core and opportunity sectors

Appendix A Project Sheets: Enabling

ENA1: Business Growth Programme - Targeted, specific support for all of Thurrock's key identified sectors to achieve growth potential.	
Rationale	<p>The Baseline Review and Commentary Document identifies the following rationale for developing the Business Growth Programme:</p> <ul style="list-style-type: none"> • GVA is lower than regional and national levels; • There is a lack of growth in higher value added employment (only 1.7% of Thurrock's employment is in high tech sectors – compared to 7% nationally and 8.5% in neighbouring Dartford); • Only 4% of Thurrock's businesses feel they will grow rapidly in the next 12 months; • Innovation is identified as a key weakness in Thurrock's economy (Ernst Young 2004). <p>Creating a climate of growth in the identified opportunity sectors, alongside a propensity to innovate in the existing core sectors (Ports and Logistics, Retail and Construction) will be key to generating sustainable momentum and creating increased higher value added employment.</p>
Description - Components	<p>A selective and targeted business support programme for those firms with ambitious growth plans within individual hubs and key sectors of the local economy. The programme would support firms in exploring a range of growth models and developing five year growth plans for their firms. An initial stage would involve direct identification and targeting of businesses capable of significant growth. Growth models would include:</p> <ul style="list-style-type: none"> • Increasing sales of current products and services to existing customers • Increasing sales of current products and services to new customers • Developing and marketing new products and services • Growth through delivery channel exploitation • Developing new geographies for product sales • Growth through acquisition of firms • Sales in new competitive arenas
Responsibilities (Lead and Partners)	<p>Lead: Business Link</p> <p>Partners: Local Accountants, Venture Capitalists, Thurrock Enterprise Agency</p>
Specific role of TTGDC	<p>Facilitate identification and targeting of specific businesses for growth. Maintain strong supportive relationship with these businesses. Proactive support for firms which require additional business space and incentives to ensure retention of local firms.</p>
Strategic Links	<ul style="list-style-type: none"> • Redesign of Business Link East delivery structure (IDB see below) • Sector strengths identified in Thames Gateway Interim Plan and TGSE EDS • East of England RES – Priority 4 'Support employment, entrepreneurship, business growth and inward investment in key sectors' • Thurrock Regeneration Framework – Goal 3 'Diversify jobs available and ensure their sustainability' • State of Thurrock – Pillar of Intervention (1) '....building upon knowledge based elements of existing sector strengths'

	<ul style="list-style-type: none"> Thurrock LAA – Goal 2 ‘ Increase competitiveness, productivity, entrepreneurship and enterprise’
Funding and resourcing requirements	Assume 5% of firms with growth ambitions would take part over a 3 year period (c. 50 firms) and 10 days adviser time per firm per year. £150,000/year
Risks	<p>Lack of suitable growth businesses</p> <p>Diminished appetite for risks involved in significant growth on the part of targeted businesses</p> <p>Lack of viable growth investment opportunities.</p>
Link to Economic Hubs/ Sectors	Focus on growth firms located in economic hubs and key sectors. Potential to focus on business service firms with growth potential.

What has worked...

Stroud District Council runs a Retail Business Support Scheme for retail businesses with 10 or fewer employees. It is run in partnership with Cotswold and Tewkesbury Local Authorities, SWRDA and Business Link and aims to develop, strengthen and improve all areas of retail within a business. It has a 12 month agenda including specialist business advice; structured tailored action planning; business diagnostic; staff and management training initiatives; financial overview; strengths/weaknesses analysis; and, target solution planning. Businesses buy on to the programme at a subsidised rate of £100. http://www.stroud.gov.uk/docs/business/retail_business_support.asp?did=retail_business

‘Enhance’ is a London-based support service providing business support to businesses that reduce waste, reuse resources or work with recycled materials. It is supported by £4.8m from the LDA and provides a free, one-stop-shop for information and advice in accessing new markets; mentoring and business development; securing funding; obtaining land and premises; marketing strategies; and, sector information. <http://www.enhancelondon.co.uk/home.aspx>

Key Delivery point...

This Business Growth Programme project is timely given the recent reorientation of Business Link East towards an IDB (Information, Diagnostic, Brokerage) model. Critically, Thurrock **has not** been identified as one of the 13 delivery hubs for the new Business Link model (Harlow and Southend will service Thurrock under the current model). The model will also include the appointment of 28 sector specialists who will have responsibility for specific sectors (including Transport, Rural Business, Social Enterprise, Energy and Environment). As part of the Business Growth Programme these specialists should be offered a presence within Thurrock to facilitate a new culture of ‘rapid response’ business support in the area.

ENA2: Introducing Sectors to Thurrock Schools Ensuring that Thurrock’s young population are acquiring the skills and knowledge to drive growth in key sectors.

Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> The development of a quality skills base aligned to the needs of Thurrock’s core sectors will require significant investment in training across a number of fronts. In order to ensure that there is a substantial volume of sector-specific skills available across Thurrock’s growth phases, it is particularly important to invest in the skills development of young people, covering both secondary and primary school levels. This will result in new and existing employers being able to access a quality local skills pool.
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	<ul style="list-style-type: none"> • In tying the skills development of Thurrock's young people to the growth of key sectors, this will directly support the ability of local young people to access these new employment opportunities, ensuring in turn that the benefits of economic growth are embedded into the area as fully as possible. In addition, a more effective 'matching' of local people to local opportunities will, over time, reduce the need to migrate from the Borough or commute out on a daily basis to take up employment in other locations. • This project is also aimed at ensuring that teaching staff across Thurrock's schools are fully aware of the current and emerging economic opportunities and are fully supporting the Borough's young people in preparing for these opportunities. • One in ten businesses feel that skills gaps are having a negative impact on their current business performance. • Only 60% of Thurrock's population are qualified beyond NVQ level 2, only 18% hold Level 4 qualifications or above. • 44% of new jobs will require NVQ Level 3+ qualifications.
Description - Components	<p>This intervention area will involve a number of key activities:</p> <ul style="list-style-type: none"> • Ongoing awareness raising and training for teachers in both primary and secondary schools, ensuring that they are up to date with Economic Development Strategy priorities and developments for Thurrock and trends in emerging sector based opportunities. • Linkage between employers in key sectors and schools, including study visits by students to employment premises, in-school talks and mentoring programmes which match school pupils to mentors already working in target sectors. • Development of work placement opportunities for 14 years+ young people in key sectors (aligned to EMB1 Comprehensive Work Placement Offer). • Development of school based projects – both within individual schools and across schools collaboratively – tied to development of core sectors. This would include projects dealing with construction, environment, energy and recycling, port activities, as well as retail and leisure. • Shadowing of school management teams by managerial level staff in core sector businesses.
Responsibilities (Lead and Partners)	<p>Lead – Thurrock Business Association, in close collaboration with Thurrock Council Education and Learning.</p> <p>Partners - The Thurrock Learning Partnership would be responsible for monitoring progress of this project and would take lead responsibility for teacher training/awareness regarding key sectors trends.</p>
Specific role of TTGDC	<p>TTGDC through its role as member of both the Thurrock Learning Partnership and the Thurrock Business Association must provide ongoing detailed intelligence and briefings regarding the development of core sectors and provide other partners with a strong basis for developing curricula and project content for schools.</p>
Strategic Links	<ul style="list-style-type: none"> • East of England RES – Goal 1 – 'Improve aspirations and the skills base through better outcomes in schools...' • East of England RES – Goal 2 – 'Focus on existing and future needs of businesses...' • TGSE EDS – Cross cutting economic driver – 'Developing high quality educational base' • The State of Thurrock – 'Radically Improve Skills' • Thurrock Sustainable Community Strategy – 'Improve local skills' • Thurrock LAA – 'Increase the number of over 19's taking vocational courses', 'Increase qualification levels'
Funding and resourcing requirements	<p>1 x Coordinator working with all schools, based at TTGDC. Cost p.a. £50,000 (including on costs).</p>

Risks	Risks will include inability to coordinate activity across schools due to pressure of other teaching commitments. The project will require careful negotiation with all schools and at the Borough level in order to create consistency in quality of project work and liaison with industry.
Link to Economic Hubs/ Sectors	This activity will be prominent in all schools and will therefore feature in all hub locations.

What has worked...

Coundon Court School and Community College (Coventry) developed employer based assignments for VCEs to support their vocational programmes. Three models were developed to engage students in workplace activity, raising student awareness of the vocational area they were studying (Health and Social Care, Business and Engineering), gaining employer input and building a body of assignments for future use, whilst simultaneously building strong links between teachers and employers. The programme was led by the teachers who made the contacts with local businesses/service providers and then introduced a case study format. <http://www.vocationallearning.org.uk/search/Resource-11012.aspx>

DfES provides a case study regarding Professional Development Placements whereby teachers of Travel and Tourism were able to visit the Head Office of the largest tour operator of escorted holidays in the country. They were informed of how the company builds, markets and sells a tour and were shown around the different departments. <http://www.dfes.gov.uk/ebnet/download/CASE%20STUDIES%20DfES.doc>

ENA3: Comprehensive Work Placement Offer: Providing local businesses with the opportunity to work more closely with local schools and community organisations to provide a high quality work placement offer that brings local people closer to the business population.

Rationale	<p>A number of factors suggest that this intervention is appropriate for Thurrock:</p> <ul style="list-style-type: none"> • Thurrock's workforce must be ready for growth and ideally must have a good idea of the nature of the local economy. Partners suggest that Thurrock's residential and business communities rarely mix and work placements are less frequent than in other local authorities. • The Thurrock business survey showed that the majority of local businesses are prepared to participate in community/economic development activities. • Work placements are acknowledged (by Federation of Small Businesses) as a positive differentiating factor in recruitment. • There are low aspirations generally within the working age population. • There are vacancies in key (more highly skilled) hard to fill positions (KPMG, 2006). • There is a high instance of school leavers moving into low skilled, low paid employment.
Description - Components	<p>Ensuring that every willing member of Thurrock's population has access to work placements or industry tasters.</p> <p>Recruiting a core register of Thurrock businesses prepared to act as 'Business Champions'. These businesses would be expected to provide an agreed number of work placement or tasters each year. This could include:</p> <ul style="list-style-type: none"> • Day/Half day tours and activities for school groups; • Week(+) long work experience placements for students; • Response to specific career based email enquiries;

	<ul style="list-style-type: none"> Organised tours for members of workless population. <p>Larger businesses in Thurrock already undertake their CSR commitment and as such they should be encouraged to deliver through this project.</p> <p>Once recruited, a list of participating businesses should then be made available to education organisations, community/third sector groups, JC+, and recruitment consultants, who would then be required to approach a placement broker to liaise with the relevant business.</p>
Responsibilities (Lead and Partners)	<p>Lead: Thurrock Business Association</p> <p>Partners: Local Schools, JC+, Thurrock and Basildon College</p>
Specific role of TTGDC	TTGDC responsible for marketing and administration, working closely with partners to ensure full sector coverage.
Strategic Links	<ul style="list-style-type: none"> East of England RES: 'Tackle deprivation and build community cohesion through integrated programmes' TGSE IIC Business Plan – Interventions 1.1 (Employer Engagement), 1.4 (Engagement to Employment), 3.1 (Business Awareness Raising) Thurrock Regeneration Framework – Goal 3 'Diversify the jobs available and ensure their sustainability' ODPM Baseline Study (2004) 'Ensure diversification from traditional employers and provide role models to stimulate growth in the future' Thurrock LAA – Goal 5 'Social Exclusion and maximum participation in the local economy'. Key Outcome – Increase the number of over 19's taking vocational courses.
Funding and resourcing requirements	£10,000 pa to cover administration and marketing.
Risks	Lack of time / inclination from business community
Link to Economic Hubs/ Sectors	Opportunity to link local population to less traditional opportunity sectors.
What has worked...	
<p>The LEGI programme in Norwich includes a Return to Work project through which employers offer work experience to adults which lead to work qualifications and guaranteed job interviews. It is anticipated that such initiatives will become part of employers' recruitment plans. http://www.neighbourhood.gov.uk/page.asp?id=1612</p>	

ENA 4: Employer Compacts increase the supply of qualified individuals appropriate to the needs of both Thurrock's current and future employers whilst creating a more 'investor friendly' culture of work based learning.	
Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> Given the current quality of the Thurrock skills base, there is a lack of appropriately skilled work-ready individuals for key growth sectors. In addition, a lack of transparent learning and skills development pathways and associated lack of positive aspiration towards learning, constrain the movement of individuals towards achieving skills levels that can support the economic base effectively.

	<ul style="list-style-type: none"> • The overall objective of this action is increase the supply of qualified individuals appropriate to the needs of both Thurrock’s current and future employers. In addition, an overall uplift in skills and qualification attainment is desirable as one of the components that will support the drawing in of new investment. This project will also address sector skills shortages whilst simultaneously maximising opportunities for personal advancement through learning. • Only 18% of Thurrock’s working age population hold NVQ Level 4 qualifications or above. • 44% of new jobs will require NVQ Level 3+ qualifications.
Description - Components	<p>This intervention area will involve a number of key activities:</p> <ul style="list-style-type: none"> • Ongoing matching of young people from age 14 to key sector employers. Schools and the FE sector working in close collaboration will match young people to individual opportunities within core sectors employers. • Development of vocational pathway combining academic and vocational activities. This will involve the development of a large range of vocational learning opportunities tied to growing and emerging sectors in Thurrock. This process will require collaborative working between a number of FE level providers. • Development of significant extended work placement opportunities in key sectors incorporating key and generic skills development. • Maximising funding opportunities through appropriate staging of training and work placement. A key aim of this intervention is to enhance training opportunities and take up through maximising funding sources and opportunities. This will require an appropriate balance of training and learning activity and identification of structures that free up funding.
Responsibilities (Lead and Partners)	<p>Lead Partner – Thurrock & Basildon College working in collaboration with other FE partners including South East Essex College. Partners - TTGDC, TBA, Thurrock schools, UEL, Essex LSC</p>
Specific role of TTGDC	<p>The role of TTGDC here is to generate intelligence regarding ongoing sector trends and developments in order to support the creation of curricula and learning/work combinations. In addition, TTGDC must continue to broker relationships with key employers and use these as a basis for supporting compact arrangements between these employers and the FE sector partners.</p>
Strategic Links	<ul style="list-style-type: none"> • Links the ongoing development of ‘Train to Gain’ by the LSC • East of England RES – Goal 2 – ‘Focus on existing and future skills needs of businesses...’ • Thurrock Regeneration Framework – ‘Increase participation and achievement in lifelong learning’ • TGSE EDS – Cross cutting economic driver – ‘Developing high quality educational base’ • The State of Thurrock – ‘Radically Improve Skills’ • Thurrock Sustainable Community Strategy – ‘Improve local skills’ • Thurrock LAA – ‘Increase the number of over 19’s taking vocational courses’, ‘Increase qualification levels’
Funding and resourcing requirements	<p>£75,000. One salary for co-ordination (£50,000 – inc on costs), £25,000 pa for co-ordination. Further costs dependant upon the type and scope of offer developed.</p>
Risks	<p>Inability to effect improvement in quality amongst local FE providers. Inability to engage broad range of employers. Inability to coordinate activity across schools due to pressure to deliver existing curriculum.</p>

Link to Economic Hubs/ Sectors	The development of the Thurrock Learning Campus will act as a focus for activity.
<p>What has worked...</p> <p>An example of the type of business-school relationship which can be successfully forged and mutually benefiting both parties is that of Waitrose's regular provision of work experience placements to local schools. Students are inducted by the Placement Co-ordinator of the store using a training CD. Other staff act as 'sponsors' and therefore benefit from acting as a mentor. Benefits for the schools are an increased knowledge of the business sector; young people are prepared for the world of work and gain increased career knowledge. Businesses benefit from a partnership with education, increased knowledge of the education sector, staff development and the promotion of their business sector.</p> <p>http://www.dfes.gov.uk/ebnet/download/CASE%20STUDIES%20DFES.doc</p>	

<p>ENA5: Developing the Inward Investment Proposition: Developing a single, acknowledged, inward investment proposition to underpin regional, national and international marketing activities.</p>	
Rationale	<ul style="list-style-type: none"> • Whilst there are several inward investment agencies operating in the East of England there is a gap in provision in Thurrock and as such there needs to be a joined-up holistic offer, building on that which already exists and developing a strong inward investment strategy for the Borough. • The European Investment Monitor (Ernst Young) does not recognise a compelling business proposition for Thurrock and identifies that the image of the Borough is generally poor amongst investors. Brand strength is an issue recognised as requiring particular activity in terms of altering external perceptions. • Thurrock's initial baseline (2004) outlined that poor quality office provision, transport congestion and low skills base were key barriers to investors.
Description - Components	<p>A coherent Thurrock offer must be developed and promoted to businesses nationally and internationally. This intervention area will involve a number of key activities:</p> <ul style="list-style-type: none"> • Co-ordinate development of a robust inward investment offer for the Borough including: <ul style="list-style-type: none"> ✓ Configuring the right investor offer, targeted at investors in identified growth sectors. This should not, however, preclude the opportunity to attract other forms of quality investment in an opportunistic fashion; ✓ Effective communication of the Thurrock offer to potential sectors of interest. This requires a coherent and consistent marketing approach which is aligned with other marketing activities in both the Thames Gateway area and the East of England Region; and, ✓ Coordinated activity across all bodies engaged in inward investment activity including Gateway to London, East of England International, Essex Investment Service, Essex County Council and TTGDC. • TTGDC should become co-ordinating body for inward investment enquiries within the borough whilst also liaising with other inward investment partnerships within the region. • Development of a written agreement of roles in relation to East of England International, the new Essex Investment Service and Gateway to London. • Development of an inward investment proposition in line with the objectives of the Economic Development Strategy. • Initial dialogue followed by targeted delivery to specific sectors (Appendix A includes contacts and details of relevant publications). • Development and delivery of process for dealing with enquiries (including visits, briefings, rapid response on specific requests) • Complementary Development and delivery of 'Expanded Aftercare Offer' (as outlined in intervention EMB4.)

	It is critical that the inward investment proposition is constantly reviewed and re published in light of the evolution of Thurrock's economic base and the needs of the market.
Responsibilities (Lead and Partners)	Lead: TTGDC Partners: Gateway to London, East of England International (EEI) and Essex Investment Service.
Specific role of TTGDC	<ul style="list-style-type: none"> • Develop a clear brand and vision of the Thurrock offer with alignments to key industries and high profile businesses. • Appoint marketing experts to market the Thurrock offer and brand. • Develop a process by which inward investment inquiries are handled and co-ordinate such inquiries. • Ensure co-ordination with other inward investment activities, including written agreements of roles in relation to the key inward investment agencies.
Strategic Links	<ul style="list-style-type: none"> • Clear need to achieve strategic alignment with EEI, Gateway to London and the Essex Investment Service (Exdra) • Our Sustainable Community Strategy, Key Objective – 'Market Thurrock to increase inward investment' • East of England RES – Goal 2 – 'Focus on existing and future skills needs of businesses...' • Thurrock LAA – Key Outcome – Increase Job Creation
Funding and resourcing requirements	Approx £250k per annum, based on Gateway to London Inward Investment Proposition and associated resource requirements.
Risks	Inability to create agreement between the various bodies responsible for inward investment Inability to effectively respond to the enquiries.
Link to Economic Hubs/ Sectors	<ul style="list-style-type: none"> • Hubs form core component of the offer. • Proposition must reflect Thurrock's comparative advantage in relation to each of the identified sectors.

What has worked....

South London Business acts as a single point of contact for companies investigating the possibility of moving to the area as well as those who have recently moved and are becoming established in the region. Their support and information includes: detailed statistics and research to assist with market research and site location; profiles of the specific areas within the region; a property database detailing available properties in various locations, with different types/standards/prices, also available online; arranging site visits; industry-specific information on salary levels and other employee benefits; recommend specialist recruitment agencies and advisors; advice on UK employment law; information on training organisations and programmes; advice on sourcing multi-lingual staff; information on funding schemes; advice on eligible costs and development opportunities related to financial assistance; assist with grant applications; advise individuals looking to relocate to the area on housing, schools and services. <http://www.southlondonbusiness.co.uk>

ENA6: Opportunity Sector Marketing Offer Development of specific marketing offers and plans for opportunity sectors, aligning Thurrock's offer with the needs of opportunity sectors

Rationale	<ul style="list-style-type: none"> • The European Investment Monitor (Ernst Young) does not recognise a compelling business proposition for Thurrock and identifies that the image of the Borough is generally poor amongst investors. Brand strength is an issue recognised as requiring particular activity in terms of altering external perceptions.
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	<ul style="list-style-type: none"> The Economic Development Strategy outlines a clear commitment to strengthen Thurrock's position as a location for 'opportunity' sectors (Creative and Cultural, Environmental Technologies and Energy, Business Services and Recreation and Leisure). Alongside this commitment to supporting growth in each sector needs to be a clear marketing offer drawing out Thurrock's comparative advantage as a location for each sector.
Description - Components	<p>This intervention area will involve a number of key activities:</p> <ul style="list-style-type: none"> Identifying the USP of Thurrock in relation to each of the opportunity sectors and marketing this. Location advantages may include low land prices, low labour costs, certain skills, supply chains, transport links etc. Ensure that relevant strategic partners are signed up to each proposition and are prepared to market Thurrock appropriately. Advertising campaign in key industry publications. These may include: <ul style="list-style-type: none"> ✓ Business Services – Business Voice (CBI); First Voice and Business Network (FSB); Accountancy Magazine; Financial Management; The Lawyer; Law Gazette. ✓ Recreation and Leisure – The Sports Management Report; The Leisure Management Report; Attractions Management Report; Leisure Opportunities. ✓ Environmental Technologies – International Environmental Technology; Environment Business; Water and Waste Treatment. ✓ Creative Industries – Creative Review; Digital Arts; Design Week Ongoing testing of the marketing messages for each sector, ensuring they evolve with physical and economic improvements in the area. Explore ways of taking the offer to the market, including attending events, briefings, sector based 'open days'.
Responsibilities (Lead and Partners)	<p>Lead: TTGDC, EEI</p> <p>Partners: Chamber of Commerce, Business Link Sector Specialists, Essex Innovation Network, LSC, Colleges, Relevant Sector Skills Councils.</p>
Specific role of TTGDC	<p>TTGDC will be the lead organisation in ensuring that Thurrock's offer, in terms of opportunity sectors, is coherent and co-ordinated. Delivery of key elements of the Implementation Plan will realise certain aspects of the offer, such as developing the skills base. Co-ordination of the various elements which make up the Thurrock offer and identification of which opportunity sectors they relate to will be key. TTGDC should:</p> <ul style="list-style-type: none"> Identify the particular requirements of the opportunity sectors in terms of unique selling points when looking to relocate and identifying where Thurrock's offer matches these requirements. Ensure that key elements of the Implementation Plan are delivered in order to develop the Thurrock offer in alignment with the needs of the opportunity sectors. Marketability of these elements will be essential. Develop an advertising campaign in local, regional and national press, through various media, including innovative marketing in key sector publications.
Strategic Links	<ul style="list-style-type: none"> East of England RES – Goal 2 – 'Focus on existing and future skills needs of businesses...' Links with ENA5: Developing the Inward Investment Proposition. TGSE EDS – 'Develop a strong brand' Thurrock Baseline Study (2004) – Recommendation – activity to stimulate investment and improve image. Our Sustainable Community Strategy, Key Objective – 'Market Thurrock to increase inward investment'
Funding and resourcing requirements	<p>£60,000 for initial development of marketing offers, £20,000 pa thereafter for ongoing review and promotion.</p>

Risks	Failure to articulate or deliver upon marketing offer Sector conflict and competition with other areas in London and Essex.
Link to Economic Hubs/ Sectors	<ul style="list-style-type: none"> • Need to articulate clear links between individual sectors and particular hubs.

What has worked...

Think London Key Sector Briefing's. Think London has developed a key sector briefing for each of the sectors identified as being important for Thurrock's future economic growth. Each briefing is free of charge and includes trends, forecasts and opportunities as well as links to information of 'key players' and existing businesses in the area. http://www.thinklondon.com/key_sectors/?L1=4

ENA7: Sector Based FE Offer Development of an FE offer that provides a link between school curriculum and sustainable employment in Thurrock's key sectors. Critically, this will form the basis of learning at the new Thurrock Learning Campus.

Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> • HE and Community Education Strategy identified that Thurrock will have to source a significant volume of its highly skilled jobs from Eastern Europe. • There is a lack of aspiration to undertake HE/FE level learning amongst young people in Thurrock. • The growth of Thurrock's existing key sectors requires that they can access training and skills development that facilitates ongoing expansion alongside internal diversification. In addition, there is a clear need to address existing skills gaps and shortages across many sectors. • Thurrock's ability to attract high value added businesses in opportunity sectors will be enhanced if potential investors perceive that their training needs can be addressed locally via a high quality and well tailored learning infrastructure. • The development of an extended, accessible FE offer will also support the ability of local communities to access emerging opportunities in growth sectors and to pursue quality career paths, enabling the retention of skills and incomes in the local area. There is a need to strike an effective balance between the requirements of employers and the needs of individual learners in order that both business and residential communities can achieve maximum potential through learning and training. • Development of the FE offer overall in Thurrock must also form part of the development of the Thurrock Learning Campus as a major training and learning hub not only for the Borough, but for South Essex as a whole.
Description - Components	<p>This intervention area will involve a number of key activities:</p> <ul style="list-style-type: none"> • Development of formal structures that allow close working between employers and FE providers. Structures must be put in place that allow employers to directly influence the development and delivery of FE level learning that meets their needs. • Development of curricula tied to key sector or market needs in Thurrock covering the following areas: <ul style="list-style-type: none"> ✓ Construction ✓ Port related activities ✓ Distribution and Transport (including HGV drivers) ✓ Customer service ✓ Retail management ✓ Leisure and recreation

	<ul style="list-style-type: none"> ✓ Environmental industries ✓ Health and welfare ✓ Manufacturing and Engineering ✓ ICT and technology <ul style="list-style-type: none"> • Development of effective collaborative arrangements between FE providers, private training providers and HE level partners. • Development of the Thurrock Learning Campus as a hub for delivery of FE level training and learning tied to the needs of key sectors. This must be done in association with the network of other training and learning facilities based in other locations across Thurrock and within communities. The Grays Campus must form the hub of an effective Thurrock wide learning infrastructure.
Responsibilities (Lead and Partners)	Lead – Thurrock and Basildon College working in close collaboration with other FE level providers. Partners - include TTGDC, TBA and Essex LSC
Specific role of TTGDC	The role of TTGDC will be to support the development of formal partnership structures enabling employers to interact with, and influence, curriculum and training programme development. In addition, TTGDC must lead on ensuring the development of activities based at the Thurrock Learning Campus result in the creation of an effective, inclusive and fully joined-up learning infrastructure across the Borough.
Strategic Links	<ul style="list-style-type: none"> • Encompasses recommendations of the HE and Community Education Strategy • Strategic links to Corporate and delivery plans on the part of key providers, especially Thurrock and Basildon College. • East of England RES – Goal 2 – ‘Focus on existing and future skills needs of businesses...’ • Thurrock Regeneration Framework – ‘Increase participation and achievement in lifelong learning’ • TGSE EDS – Cross cutting economic driver – ‘Developing high quality educational base’ • The State of Thurrock – ‘Radically Improve Skills’ • Thurrock Sustainable Community Strategy – ‘Improve local skills’ • Thurrock LAA – ‘Increase the number of over 19’s taking vocational courses’, ‘Increase qualification levels’
Funding and resourcing requirements	1 x coordinator to ensure effective liaison between employers and FE providers, based at TTGDC. Cost p.a. £55,000 (including on costs).
Risks	A key risk here is the possibility that funding, contractual and organisational regimes for FE providers do not allow sufficient flexibility to create greater breadth and depth in delivery of sector specific training and learning.
Link to Economic Hubs/ Sectors	The Thurrock Learning Campus will form the main hub area for this activity.
What has worked...	
Newham Sixth Form College developed employer links to improve the vocational content of one of its programmes. Interaction included reciprocal visits and presentations, assignment work with employer input, specifically through research tasks with relevant, authentic and current information. The college intranet enabled work to be stored for the benefit of future	

students and employer links are strengthened through deriving mutual benefits. <http://www.vocationallearning.org.uk/search/Resource-11022.aspx>

The Logistics College Northwest has developed strong linkages with employers to ensure that the skills development of its students matches the requirements of the sector. Operational managers work with employers to find the most cost-effective solutions to their training needs and subsequently designing or tailor making training courses and programmes. The Operational Managers are experienced professional responsible for employer engagement and business development. They are based at 5 partner colleges as well as at the Transport and General Workers Union. http://www.lcnw.ac.uk/LCNW_EMPLOYER.HTM

ENA 8: Maximise Thurrock's Sales - Marketing, Sales and Advertising Tailored support for key sectors to develop new markets and undertake appropriate marketing and advertising activity.

Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> • Poor external perception of businesses operating in Thurrock. Action is required to change external perceptions of businesses in the area being 'dirty', low skill and low value added. • Over 60% of Thurrock's businesses are actively looking for ways to increase their turnover in the next 12 months. • One in four of Thurrock's businesses identified increasing competition within their markets as being the most significant factor effecting their business performance. • Anecdotal evidence suggests that smaller businesses tend to be economically reliant upon larger businesses within Thurrock or the surrounding area.
Description - Components	<p>Using Business Link sector specialists, companies within Thurrock's key sectors will be able to deal one on one with experts to gain advice and assistance to improve the effectiveness of their marketing and selling activities.</p> <p>Delivery should respond to the needs of businesses within each of the sectors, however, the programme should cover:</p> <ul style="list-style-type: none"> • Selling (including online trading) • Overseas markets • Market research and analysis • Pricing • Corporate/product branding and identity • Communications • Strategic management and direction <p>There is potential in the long term for a distinct programme to be set up beyond sector specific support, providing assistance for start up and new businesses.</p> <p>Subject to funding, this could be expanded to include a specific grant scheme for local companies to assist with marketing costs.</p>
Responsibilities (Lead and Partners)	<p>Lead: Business Link (specifically sector specialists)</p> <p>Partners: TTGDC, Thurrock Business Association</p>
Specific role of TTGDC	<p>Businesses are an important tool in marketing an area to outside investors. As TTGDC's Inward Investment offer evolves, it is important that it is checked with TBA to ensure that it remains salient to the area's offer to businesses.</p>

Strategic Links	<ul style="list-style-type: none"> • East of England RES – Priority 4 ‘Support employment, entrepreneurship, business growth and inward investment in key sectors’ • TGSE EDS – ‘...provide a differentiated offer for each business’ • TTGDC Corporate Plan – ‘...targeted interventions to enhance the area as a business location’ • Thurrock LAA – Competitiveness, productivity, entrepreneurship and enterprise
Funding and resourcing requirements	<p>£75,000 per year funding delivery of specific support</p> <p>Obvious increase in line with any take up of grant scheme (c. 10 x £3,000 grants per year = £30,000)</p>
Risks	Few. This is a well recognised business need.
Link to Economic Hubs/ Sectors	<ul style="list-style-type: none"> • Focus on logistics, construction and recreation and leisure sectors and environmental technology sectors.

What has worked...

Birmingham City Council runs a Business Support for the Creative Industries programme which is designed to assist new and existing SMEs in the area. It is managed by the Council and delivered by a number of key partners. The programme includes: a Feasibility grant fund of £2,500 which is available to help identify new market opportunities; 5-20 days of business development support to develop areas of business planning, sales and marketing plans and financial planning; and, master classes/workshops in sector specific subjects such as intellectual property rights, distribution, contracting and sales pitching. 630 companies have been assisted to date. www.birmingham.gov.uk

ENA 9: Excellence in Recruitment and Retention Supporting Thurrock’s businesses to employ, retain and train local people, to create a strong, loyal and productive workforce.

Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> • Recruitment/retention and skills gaps are identified by local businesses as being the two most common operational barriers. • Skilled labour is a requirement for 40% of Thurrock businesses. • 40% of Thurrock’s workforce has qualifications below NVQ level 2, this compares with 33% nationally. • Thurrock has low workforce attrition, but a culture of temporary, low skilled employment with limited opportunities for progression (leading to lower productivity within the local economy).
Description - Components	<p>Programme of support (developed in partnership with Business Link and LSC) to help firms in Thurrock’s key sectors to deploy best practice solutions in all aspects of recruitment and retention while complying with the expanding legislative requirements. Areas would cover:</p> <ul style="list-style-type: none"> • Creating job descriptions, • Interviewing, • Part-time working, • Employment policies, • Staff motivation, • Effective reward regimes.

	This project represents a necessary pre-cursor to sector specific work-based learning and educational activity.
Responsibilities (Lead and Partners)	Lead: Business Link, LSC Partners: Thurrock Business Association, Thurrock Enterprise Agency
Specific role of TTGDC	TTGDC will need to set up appropriate mechanisms for communicating with businesses so they are aware of the benefits of advice regarding recruitment.
Strategic Links	<ul style="list-style-type: none"> • East of England RES – Priority 2 ‘Focus on the existing and future skills needed by businesses through work based and lifelong learning initiatives’ • East of England RES – Priority 3 ‘Supporting employment in key sectors’ • TGSE IIC Business Plan – Strategic Action ‘Increasing the progression of Adults and young people into employment’ • Thurrock Regeneration Framework – Goal 2 ‘Diversify the jobs available and ensure their sustainability’ • Thurrock LAA – Goal 1 Skills, aspiration and educational participation <p>Linkages to approved standards such as Investors and funding programmes for employer training such as Train To Gain</p>
Funding and resourcing requirements	£50,000 per year. 1x Salary (inc. on costs) of specialist advisor
Risks	Focus on business benefits rather than government legislation.
Link to Economic Hubs/ Sectors	Focus on logistics, retail, recreation and leisure sectors where staff turnover is perennially high.

What has worked...

Manchester’s marketing board, Marketing Manchester, has developed a Recruitment and Retention Toolkit for its hospitality and tourism industry. Businesses are offered the opportunity to discover information on key issues effecting tourism HR including recruiting and retaining staff, effective job descriptions, and improving interviewing techniques. Annual fees are £20 for Marketing Manchester members and £40 for non-members. <http://www.marketingmanchester.com/skillsbusinesssupport.shtml>

ENA 10: Thurrock Academy of Transport and Logistics A national academy with an international reputation for providing a high quality curriculum and work based learning offer for employees and businesses alike.

Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> • The logistics sector forms one of the most important components of the Thurrock business base (8,500 jobs). It is a highly visible sector that directly contributes to the character of the area and has also influenced social and community development historically. • This sector will grow further (around 3% per year, SSDA), given both Thurrock’s existing strong offer to logistics investors, as well as key development plans specifically for London Gateway. • The sector currently faces a number of skills gaps and skills shortages which must be addressed as a priority. In addition, Thurrock’s ability to generate higher
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	<p>levels of employment, better quality employment, as well as higher levels of innovation and value added, requires that this sector is able to diversify internally as well as simply expanding. This process requires the presence of a high level training and developmental facility to directly support improvement of the sector's performance.</p> <ul style="list-style-type: none"> • The Concept of a Logistics Academy in Thurrock has already been met with wide public and private sector support locally and various attempts have been made to develop the concept into a feasible, deliverable project. This work must continue at an accelerated pace in order to support the development of the sector and to market Thurrock as a European location of choice for high skill, high value added logistics functions.
Description - Components	<p>This intervention area will involve a number of key activities:</p> <ul style="list-style-type: none"> • Critically reviewing the existing Academy concept and significantly updating this in light of local developments (especially the granting of permission for the London Gateway development), as well as ongoing trends in the sector. • Explore potential links with the Rotterdam and Dubai Port and Maritime Academies. • Development of a final, agreed model for the Academy. This model should incorporate the following elements: <ul style="list-style-type: none"> ✓ <u>A significant physical presence for the Academy at the London Gateway site</u>, incorporating teaching, learning, business support and R&D facilities that can be utilised and shared by all logistics operators. ✓ Development of core learning curricula related to logistics, fully accredited by a relevant organisation. ✓ Development of structures for direct interaction between logistics operators and training and support delivery organisations. ✓ <u>Development of an Academy 'Access Point' at the Thurrock Learning Campus and at Tilbury docks</u> ✓ Development of online Internet based learning functions that fully compliment on site learning and training. • Development of an 'Academy Taskforce' led by TTGDC to lead on development and implementation of the preferred model. • Ensure that the development of the academy is also used as a key mechanism to link partners to the London Gateway development.
Responsibilities (Lead and Partners)	<p>Lead Partner – TTGDC. Additional key partners will include: Thurrock Council, Thurrock and Basildon College, HE level partners (University of Essex, Anglia Ruskin University, University of East London), key industry partners including Port of Tilbury and DP World, Essex LSC.</p>
Specific role of TTGDC	<p>TTGDC will lead this project ensuring the development is taken forward and that the Academy model meets industry requirements, while offering direct opportunities for skills advancement to local communities.</p>
Strategic Links	<ul style="list-style-type: none"> • East of England RES – Priority 2 'Focus on existing and future skills needs through WBL initiatives such as The Academy of Transport and Logistics' • Thames Gateway Interim Plan, Port and Logistics identified as one of the key drivers of economic growth • TGSE EDS – Tilbury and London Gateway identified as key spatial drivers for economic growth • TGSE IIP Business Plan 'Driving aspirations towards employment in the Thames Gateway's key growth areas' • Our Sustainable Community Strategy for Thurrock 'Investing in our local economy to create diverse local employment opportunities • Thurrock LAA – Goal 2 – Competitiveness, productivity, entrepreneurship and
Funding and resourcing requirements	<p>£225,000 over three years including full time Academy Taskforce Coordinator - £50,000 p.a. and use of FE and HE level expert resources - £50,000 p.a. Private sector contributions.</p>

Risks	Failing to ensure that existing interest in the Academy concept is fully galvanised and built upon. Inability to reach agreement on Academy content and forms of support/training delivery. Lack of credibility with sector employers due to delays in securing an agreed model.
Link to Economic Hubs/ Sectors	The London Gateway area will be the key location for the Academy, with a presence at the Thurrock Learning campus.
What has worked...	
Blackpool Airport Aviation Academy is a LEGI project which will provide a new bespoke training centre, initially based at Blackpool College until the airport has fixed facilities. This will provide Level 2 and 3 courses in a wide range of airport related activities and will be linked to Blackpool International Airport. Residents will be recruited and trained via full time courses, apprenticeships and on the job training. http://www.neighbourhood.gov.uk/page.asp?id=1612	

ENA 11: World Class Logistics: Taking advantage of the unique opportunity presented by London Gateway to enhance Thurrock's national and international status as a location for Logistics and Transport activity.	
Rationale	<p>Thurrock has a major and expanding concentration of port, logistics and transport functions and this is a core economic function of the area that will be cemented with the development of London Gateway.</p> <ul style="list-style-type: none"> • Output and employment are both predicted to grow steadily in this sector. • 59% of Thurrock businesses in this Sector have experienced an increase in turnover in the last 12 months. • One in ten businesses feel that skills gaps are having a negative impact upon their business performance. • Only 22% of Logistics companies in Thurrock have accessed business support in the last 12 months. • 40% of firms in the sector have identified a need for skilled labour, whilst 32% of businesses would like to receive sales and marketing advice.
Description - Components	<p>Develop a leading-edge sector-based programme of support to help firms with a range of sector specific issues that have been identified as hindering growth within the Ports and Logistics Sector including:</p> <ul style="list-style-type: none"> • Responding to globalisation and sector consolidation in larger distribution networks • Local customisation and how to add value in logistics • Compliance with legislation • Green transport and congestion management (e.g. fuel use) • Supply chain management and new technologies (e.g. RFID) • E-commerce • Security and safety issues • Improving staff skills and customer service <p>This activity should act as a pre-cursor to the development of an Academy of Transport and Logistics.</p>
Responsibilities (Lead and Partners)	<p>Lead: Port of Tilbury, DP World, Skills for Logistics (Sector Skills Council), Trade Bodies, , LSC</p> <p>Partners: Department for Transport, TTGDC, TBA</p>

Specific role of TTGDC	TTGDC should convene relevant partners to develop an appropriate suite of activities and to continue to oversee the feasibility of the Academy of Transport and Logistics.
Strategic Links	<ul style="list-style-type: none"> • East of England RES – Priority 2 ‘Focus on existing and future skills needs through WBL initiatives such as The Academy of Transport and Logistics’ • Thames Gateway Interim Plan, Port and Logistics identified as one of the key drivers of economic growth • TGSE EDS – Tilbury and London Gateway identified as key spatial drivers for economic growth • TGSE IIP Business Plan ‘Driving aspirations towards employment in the Thames Gateway’s key growth areas’ • Our Sustainable Community Strategy for Thurrock ‘Investing in our local economy to create diverse local employment opportunities’ • Thurrock LAA – Goal 2 – Competitiveness, productivity, entrepreneurship and
Funding and resourcing requirements	£20,000 pa set up and planning followed by £100,000 pa delivery costs thereafter.
Risks	Short timescales on the development of London Gateway Previous inertia in the development of the Academy of Transport and Logistics
Link to Economic Hubs/ Sectors	London Gateway and Tilbury focus.
What has worked...	
In Derby, Burton College’s Business Development Unit provides customised training solutions for all types of organisations. With some subsidies available and flexible times and locations of training the courses are more accessible. Standard training packages are available but there is the flexibility to customise a training package to meet specific needs. http://www.south-derbys.gov.uk/Business/BusinessSupportAdvice/?qsNavSetting=max	

ENA 12: Centre of Excellence in Public Services (ILM) Intervention area to ensure that Thurrock residents are ready for the employment opportunities emanating from an expanding public sector.	
Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> • Thurrock’s current employment in public sector services is currently half that of neighbouring Dartford. (6% of total jobs, compared to 12%). • Two-thirds of those employed in the health sector come from outside of Thurrock. Those employees from Thurrock are more likely to be employed in lower skill jobs. • The State of Thurrock report identifies local services as being ‘well below average’. • The economic development of Thurrock over the next decade or so will result in expansion of both private and public sector employment. As a growth area, Thurrock will experience an increase in population that will need to be served by an extended set of public sector services. As such, there will be new employment opportunities in the public sector at a variety of levels and covering a range of services.

	<ul style="list-style-type: none"> • In order that these new opportunities are available directly to local Thurrock residents, it is vital that the residential population exhibits an appropriate range and quality of relevant skills. Given the nature and quality of the skills base in Thurrock currently, it is possible that expanded public sector services may rely to some extent on the labour force in surrounding areas to fill employment opportunities. There is a need therefore to develop an appropriate range and volume of skills locally that can be utilised by public sector employers. • The development of an Intermediate Labour Market initiative aimed at developing improved levels of service related skills will enable local people to be better prepared for new opportunities. The project would be aimed at both adults and young people.
Description - Components	<p>This intervention area will involve a number of key activities:</p> <ul style="list-style-type: none"> • Development of an ILM model geared towards enhancing training opportunities for local people in public sector services. The model would allow for simultaneous provision of these services within a training and skills development environment. • Creation of a public sector services grouping specifically for the purposes of designing appropriate training and employment access options. • Development of a hub location within the Thurrock Learning Campus to act as a focal point for design and delivery of training. Training opportunities would be coordinated from this central point but would be delivered across a range of community based facilities within the Borough. • Development of a range of appropriate work placements within public sector organisations.
Responsibilities (Lead and Partners)	<p>Lead – South West Essex PCT, , Thurrock Council Partners - Thurrock Learning Partnership– overseeing design of training and learning content and monitoring progress. Close collaboration with Thurrock Council and Essex LSC</p>
Specific role of TTGDC	<p>As a key member of the Thurrock Learning Partnership, TTGDC will have direct involvement in both designing learning and training content for the ILM, as well as ensuring effective delivery and sound progress monitoring.</p>
Strategic Links	<ul style="list-style-type: none"> • Essex LSC Corporate Plan • Thurrock Regeneration Framework – Goal 5 – Provision of modern social and community infrastructure and services • HE and Community Education Strategy – Specific intervention needed to up skill residents to take jobs in primary health care
Funding and resourcing requirements	<p>The project will require a dedicated coordinating and management team – cost pa £200,000.</p>
Risks	<p>Risks include failure to reach agreement across partners regarding form and content of training and learning. Failure to secure buy-in across all public sector service providers.</p>
Link to Economic Hubs/ Sectors	<p>The Thurrock Learning Campus will provide the key location for learning and training provision, linked to activities based in all other hub locations.</p>
<p>What has worked...</p> <p>Pennywell Intermediate Labour Market (provided through Into Work using SRB funding) provided work experience in regeneration activities to long term unemployed with the aim of moving them back into mainstream employment. Many beneficiaries moved into long term jobs as a result of the experience and qualifications gained through the project.</p> <p>http://www.renewal.net/Documents/RNET/Case%20Study/Pennywellintermediatelabour.doc</p>	

ENA 13: Flagship Business Spaces: Bringing forward a successful network of office developments at Grays and Purfleet with a significant new development at Lakeside.	
Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> • Thurrock has a particular shortage of workspace for start-up and growing businesses (Ernst Young, 2004), as well as individuals currently working from home, who may wish to expand. There is an obvious gap also in terms of serviced office accommodation. • The development of high quality small business space within the Borough, which combines high specification units in line with robust business support, training and access to development finance is vital to the achievement of a more balanced and diversified business base. The vision should be to create spaces where new and existing businesses can work side by side, with shared, collaborative goals, to grow their business effectively and stay in Thurrock. • Development should take place via consultation with Business Link, TBA and Thurrock Council, to ensure that any new facility is offering appropriate 'move-on'/graduation space for businesses that may otherwise move out of Thurrock. • The development of Grays Town Centre as the key public services and commercial hub for the Borough should be used as a platform for the development of new business space, especially where new occupiers can be aligned to the ongoing developments and emerging public functions in Grays.
Description - Components	<p>The Strategy identifies 3 office developments which will facilitate sector growth, change perceptions of Thurrock and stimulate start-up and enterprise locally. These are:</p> <ul style="list-style-type: none"> • Purfleet: 'Business Village' at Botany Way, focussed on micro-businesses and enterprise. • Grays: Business Centre seeded by public sector organisations, but also allowing move on space for growing business services companies • Lakeside: High profile office development next to existing shopping centre to encourage substantial inward investment into Thurrock whilst also changing external perceptions of the area. <p>Further work and partner input will be required to bring forward development of these key sites. The following activities will however, be key to developing a successful office offer:</p> <ul style="list-style-type: none"> • It is imperative that business space is flexible and responds not only to the needs of the current business community but also to future growth business areas. • Key linkage required in terms of provision of space for opportunity sectors including: business and professional services and creative industries. • Identification of an appropriate development partner. Given the limited nature of demand for business space (especially office related accommodation), substantial effort will be required in marketing potential sites to developers and potential occupiers. Effectively stimulating developer interest through a broader place marketing strategy will be important. • Establishing relevant funding avenues. Development of appropriate funding vehicles. • Development of an appropriate integrated business support offer that can be placed alongside new business space. • Consultation with existing local providers, partners and potential tenants.
Responsibilities (Lead and	Lead Partner –TTGDC. In collaboration with Thurrock Council, Business Link, East of England International and ExDRA.

Partners)	
Specific role of TTGDC	TTGDC will lead on the delivery of this intervention.
Funding and resourcing requirements	£200,000 to cover design, initial marketing and planning costs.
Risks	The main risks include: lack of speculative interest on the part of developer partners; inability to appropriately identify and design for specific business needs.
Link to Economic Hubs/ Sectors	Grays and Lakeside will feature as the main locations for new business space. Purfleet will also feature as a location for start-up and enterprise development.
What has worked...	
Barking and Dagenham LEGI includes a Flagship Business Centre which will house mixed workspace and office developments, using the most successful components of best practice. http://www.neighbourhood.gov.uk/page.asp?id=1612	

ENA 14: Enterprise Education: Developing a nationally recognised enterprise education ensuring that every school leaver in Thurrock has an understanding of business administration and start up.	
Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> • Whilst there is a reasonably high formation rate in Thurrock, there is little evidence to show that this is having a positive impact upon productivity or rates of innovation within Thurrock. • General trend towards low qualification amongst school leavers, particularly common around Tilbury and South Stifford. <p>With a population that is both aware of the fundamentals of starting and operating a business and is naturally 'enterprising' on a day to day basis, the Borough will benefit from increased business start up and sustainability as well as a more dynamic workforce. This will give strengths to the key and opportunity sectors as well as resulting in new sectors emerging to meet market need in the longer term.</p>
Description - Components	<p>Enterprise, in this context, refers both to business start up and to actions taken by individuals to innovate within the business environment. In order to establish an enterprising culture, where residents of Thurrock are pro-active, both in turning an idea into an operational business and in pushing the boundaries of the internal operation of a business in which they are employed, it is necessary to provide a solid foundation. This needs to be incorporated into the education system at all levels, from primary school to further education through to life long learning, in order to inform the current and future workforce of the Borough as to how to set up and run a business in practical terms but also to create a population which is enterprising in thought and action.</p> <p>This intervention area will involve a number of key activities:</p> <ul style="list-style-type: none"> • Identify existing enterprise schemes and activities currently undertaken across Thurrock's education system (for example STEM Enterprise projects provide enterprise learning in relation to science, technology, engineering and mathematics based industries) and build a framework to consolidate these. • Employ an enterprise 'champion' to oversee development of the enterprise curriculum, supported by a number of local role models from key sectors.

	<ul style="list-style-type: none"> • Enterprise lessons incorporated into the curriculum during compulsory schooling (see 'Enterprise Entitlement' below) – primary and secondary schools. These will teach the fundamental elements of business such as finance, business plans, understanding markets, supply chains etc. • Enterprise lessons provided to all students at FE level. • Enterprise days provided by external enterprise companies, in which pupils work in teams to come up with a business idea and create a virtual business, using a virtual amount of set finance to spend on research and design, product manufacturing, sales and marketing. • Similarly, providing every pupil in years 10 and above, with the opportunity to be involved in a Young Enterprise project, or similar, where they each have an identified role within the business and work together to create and sell a product. • Continuing professional development (CPD) of teachers, including work-place visits, to keep ahead of business developments and to understand fully what they are teaching. • Work-place visits by students, as well as school visits by local business role models, to increase understanding of how a business operates and the process of starting and running a business. • Development of an enterprise CPD module to be accessed by those already in employment, such as the public sector.
Responsibilities (Lead and Partners)	Lead – Thurrock Learning Partnership. The Partnership will be fully responsible for the design of Enterprise Education activity and its incorporation across all school level and FE level provision, this must link to the promotion of enterprise education being developed through the TGSE IIC business plan.
Specific role of TTGDC	TTGDC as a key member of the Thurrock Learning Partnership will be fully involved in the development of Enterprise Education activity and in monitoring implementation.
Strategic Links	<ul style="list-style-type: none"> • Direct link to the existing Enterprise Entitlement within schools – this project must seek to make maximum use (see below) • East of England RES – Priority 1 – 'Improve Aspirations and the skills base through better outcomes in schools.' • TGSE IIC Business Plan 'raise the aspirations, confidence and skill levels of young people aged 14-24' • TGSE IIC Business Plan - Interventions 3.1 (Business Awareness Raising), 3.3 (Enterprise Skills for Young People) • Thurrock Sustainable Community Strategy – Key objective – 'Support Enterprise', development of a 'New Ideas' programme for enterprise. • Thurrock LAA – 'Goal 2 – Competitive, productivity, entrepreneurship and enterprise' – Key Outcome – Increase VAT Registrations
Funding and resourcing requirements	Full time Enterprise Education Coordinator working across all schools and FE providers - £60,000 pa. (including on costs). Based at TTGDC.
Risks	Risks associated within project include inability to generate consistency across all education providers regarding Enterprise Education. Also inability to fully engage the business sector in the initiative.
Link to Economic Hubs/ Sectors	This activity would take place across all education and learning providers in the Borough and would therefore be present at all hub locations. The Thurrock Learning Campus would provide a specific focal point for a number of activities.
What has worked...	
Enterprise Academy forms an element of the Alliance LEGI programme. This is a virtual academy providing students with information and courses on starting a business and various skills	

required such as management, marketing and finance. Teachers will be trained in business issues while the presence of business people in schools will be encouraged.
<http://www.neighbourhood.gov.uk/page.asp?id=1612>

Key Delivery Point...

Enterprise Entitlement:

As part of the National Curriculum, each child is required to receive at least 5 days 'Enterprise Education' per year. Enterprise education consists of enterprise capability supported by better financial capability and economic and business understanding. Ofsted identifies two other key elements: an enterprising learning environment in which students are encouraged to take the initiative; and an enterprise process which is akin to project working through applying their knowledge, skills and attributes — to 'make their mark'

(source: TeacherNet)

ENA 15: Sustainable Industrial Park: Scoping and potentially developing a new space in Tilbury to enhance and continue the development of Thurrock's growing Environmental Technology and Energy Sector.

Rationale	The planned development of a Coal Powered, Carbon Capture Power Station at Tilbury and heightened port activities, as well as the Environmental Technology and Energy Sector being identified as an opportunity sector there is the chance to create an industrial park which can maximise the use of the port, attract businesses within the sector and promote sustainable business methods, taking advantage of pro-recycling legislation and the development of innovative solutions within the sector nationally to become a UK leader in Environmental Technology and Energy industries as well as green business processes.
Description - Components	<p>This Industrial Park will attract high-value, high-technology businesses within the Environmental Technologies and Energy Sector (and associated spin-offs) and enable networks and supply chains to be developed to create a 'heart' of such activity. The site will also accommodate companies which, though not necessarily in the ETE sector, employ green processes. This action has the following components:</p> <ul style="list-style-type: none"> • Capitalising on current developments/innovations and pro-recycling/green processes legislation to attract ETE industries and those employing green processes to the Borough. This may include: industries developing new energy technologies; businesses involved in the stripping of old goods for components for new products (reclamation); recycling businesses; companies involved with waste minimisation; R&D companies related to waste/recycling/energy technologies and, companies committed to sustainable/green business practices. Networking, supply chains and knowledge sharing will develop due to the common interest of such companies. • Creating a physical Sustainable Industrial Park location, linked to Tilbury Power Station and Tilbury Port, including incubator sites for companies specialising in green business processes. • Maximise use of Tilbury and London Gateway Ports for shipping purposes linked to the recycling industry. Export potential in shipping old parts of brown goods (TVs and other electrical equipment) overseas for reuse through offshore manufacturing. • Promoting the 'closed loop system' whereby the waste products of one business become the resource inputs of another, leading to low, and in some instances zero, waste. <p>It is important that any development is complementary with Dagenham Dock's Sustainable Industrial Park (primarily SME based) and provides innovative business space for 'bulk' businesses.</p>

Responsibilities (Lead and Partners)	LEAD: TTGDC PARTNERS: London Thames Gateway Development Corporation, Relevant sector specialists
Specific role of TTGDC	<ul style="list-style-type: none"> • Identification of appropriate site and actions necessary for subsequent site development. • Pro-active marketing to the Environmental Technology and Energy sector as well as large businesses which operate using green processes. • Identifying linkages and areas for complementarity with Dagenham Dock Sustainable Industrial Park. • Develop the specific elements of the offer of the Park, for example, resource centre/incubator units.
Strategic Links	<ul style="list-style-type: none"> • Dagenham Dock Sustainable Industrial Park • Regeneration Framework – GOAL 9: Ensure Environmentally Sensitive Development • DTI Waste Electrical and Electronic Equipment (WEEE) Directive • BRE Environmental Assessment Method (BREEAM) to guide construction processes on the site.
Funding and resourcing requirements	£60,000 to cover initial feasibility work
Risks	Project may not be feasible Potential need to build on green belt
Link to Economic Hubs/ Sectors	<ul style="list-style-type: none"> • Environmental Technology and Energy Sectors • Tilbury
<p>What has worked...</p> <p>Dagenham Dock is the site of a new Sustainable Industries Park, providing incubator and 'next step' workspace for SMEs either operating in the Environmental Technologies and Energy sector or practicing green business. This Park includes five key operations: Environmental Research/Resource Centre (national and international scope); a virtual Eco-Industrial Park for London and the South East; a Green Business Park for SMEs with a green focus; local community resource for schools, colleges, residents; and the promotion of green industrial processes (for example, the 'closed loop system' where waste products become inputs for another business). Development of the site is being complemented by upgrading the road/utilities (drainage) infrastructure using Sustainable Communities Fund and ERDF funding. http://www.barking-dagenham.gov.uk/5-work/regeneration/riverside/dagenham-dock/dag-dock-menu.html</p>	

APPENDIX B Project Sheets: Embedding

EMB 1: Innovate to Accumulate Provision of specific innovation and network support for Thurrock businesses, providing access to an international network of innovative solutions and organisations to provide to specific issues within sectors.	
Rationale	<p>The Thurrock baseline study showed Thurrock to be a self sustaining economy, characterised by low aspirations and lower propensity to take risks and innovate. Introducing innovation helps firms to improve productivity and profitability, reduce costs and be more competitive. Firms that do not innovate risk losing market share to competitors, experiencing steadily reducing margins and profit and eventually going out of business.</p>
Description - Components	<p>Innovate to Accumulate is a bespoke programme to assist local firms in introducing new or improved products, services or processes to their operations. This involves offering individual guidance on innovation to firms within Thurrock's key sectors to enable them to take advantage of the most up to date advice available in relation to innovation.</p> <p>As part of this programme, Thurrock should become part of the Innovation Relay Network (see below) - a European network that brings together sellers and buyers of innovative ideas and products to help businesses promote new technologies or find new ways to meet a technology need.</p> <p>Further to this, an Innovation Access point should be piloted in Grays as a pre-cursor to the Learning Campus development (similar facilities are successfully operational in Ongar, Southend and Colchester), providing a location within the borough where businesses can go for bespoke innovation support. In the long term these services could capitalise upon Thurrock's location in relation to London and seek to deliver a service to outer East London.</p>
Responsibilities (Lead and Partners)	<p>Lead: East of England IRC (Innovation Relay Centre), Essex Innovation Network (currently managed by ExDRA)</p> <p>Partners: National Endowment for Science, Technology and the Arts (NESTA), University of East London</p>
Specific role of TTGDC	<p>TTGDC should take a marketing role, promoting the Innovate to Accumulate Scheme to appropriate businesses within key sectors. The project could also be incorporated into the Corporation's ongoing marketing and inward investment activities as an example of positive business support and aftercare in Thurrock.</p>
Strategic Links	<ul style="list-style-type: none"> • Linkages to Knowledge Transfer Partnerships (DTI) • TGSE EDS – 'Increase Thurrock's integration into the Essex Innovation Network (EIN) • Thurrock Baseline Study (ODPM, 2004) – Innovation identified as a means to reduce reliance on larger firms for economic growth • State of Thurrock, Pillar of Interventions (1) '...prioritise knowledge based businesses' • Sustainable Community Strategy – 'Working together to develop and innovative business programme to promote enterprise' • Thurrock LAA – Goal 3 ' Innovation in the knowledge sectors including science and technology research'
Funding and resourcing requirements	<p>1 innovation co-ordinator for Thurrock £75,000 per year</p>
Risks	<p>Lack of flow of innovations. Lack of depth in local market for innovation trading.</p>
Link to	<p>Focus on firms with tradable innovations. Potential to focus on environmental and energy technologies.</p>

Economic Hubs/ Sectors	
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What has worked...
 Staffordshire Business Innovation Centre provides advice and support to help encourage innovation amongst local small businesses and individuals. This is provided at little or no cost. As part of this they hold New Product Development workshops.
 See 'Innovation Relay Centres' below

Key Delivery Point...
Innovation Relay Centres - <http://www.innovationrelay.net/>
 The mission of the IRCs is to support innovation and transnational technological co-operation in Europe with a range of specialised business support services. IRC services are primarily targeted at technology-oriented small and medium-sized enterprises (SMEs), but are also available to large companies, research institutes, universities, technology centres and innovation agencies.
 The East of England Innovation Relay Centre (IRC) is the regional technology transfer and partnering service with offices in Cambridge, Hatfield and Norwich. The focus is the promotion of innovation through technology and know-how based partnerships, regionally, nationally and globally. A free service is offered including:

- Promotion of innovative products and technology to prospective partners, licensees and customers.
- Sourcing of new products, technologies or expertise to complement your business or to meet a specific need.
- Linking together partners for research and development projects.

EMB 2: Modern Methods Supporting Thurrock businesses to adopt 'Modern Methods' to create a construction sector that is more attuned with the needs and requirements of its market over the next 20-30 years.

Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> • Thurrock is a centre of the construction industry and its supply chain in South East England as well as being a location of high housing growth over the next 10-15 years. • Product and service are identified as the factors that have the most significant impact upon Construction firms with Thurrock. • Significant developments have taken place (nationally and internationally) in relation to the Construction (Fibre Re-enforced Polymers, resin based cements). • A highly competitive industry - 27% of construction businesses in Thurrock suggest that increased UK competition influences their performance. • 20% of construction companies identified a skills need within their business. • 45% of Thurrock's construction businesses are completely reliant on Thurrock residents for their workforce. • More traditional construction methods have tended to be associated with pollution and ground contamination, which in turn have had a negative impact upon Thurrock's reputation as a business location.
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Description - Components	Supporting Thurrock businesses to adopt 'Modern Methods' to create a construction sector that is more attuned with the needs and requirements of its market over the next 20-30 years.
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	<p>Key elements of the programme would include:</p> <ul style="list-style-type: none"> • Drivers of sustainable construction • Effective mechanisms for implementing sustainable design and construction • Renewable energy • Materials and waste • Water conservation and waste <p>The TGSE IIC Business Plan outlines capital funding for a Thurrock Construction Bus providing peripatetic training locally. It is imperative that this takes into account the need for Thurrock businesses to adopt 'Modern Methods'</p>
Responsibilities (Lead and Partners)	<p>Lead: Construction Skills, Construction Federation, DTI Partners in Innovation</p> <p>Partners: Building Research Establishment (BRE), The New Housing Agency (formerly Communities England), EEDA</p>
Specific role of TTGDC	<p>Ensure a match between delivery of programmes and the needs of Thurrock businesses.</p> <p>Ensure use of standards within all TTGDC developments.</p>
Strategic Links	<ul style="list-style-type: none"> • Various standards including BREAM, Code for Sustainable Homes and Modern Methods of Construction; • Thames Gateway Interim Plan – 'Sustainable Construction' recognised as a 'driver for economic growth' • TGSE EDS - Clear links to the development of a 'Building One Stop Shop' • TGSE IIC Business Plan– Sustainable Construction identified as key sector to drive improvements in aspirations and employment opportunities of NEET young people; • Thurrock Sustainable Community Strategy – 'Utilise local construction sector through a trade school'
Funding and resourcing requirements	<p>£100,000 per year.</p>
Risks	<p>Low take up.</p> <p>Ensuring businesses are ready for opportunity locally.</p>
Link to Economic Hubs/ Sectors	<p>Focus on construction sector and supply chain together with relevant linkages to environmental technology sector.</p>
<p>What has worked...</p> <p>Hastings Borough Council is supporting its construction sector through a programme uniting a number of existing support elements including a business networking organisation, inward investment agency, Sussex Enterprise, 1066 Enterprise, SEEDA and the Chamber of Commerce. http://www.hastings.gov.uk/regeneration_kss/construction.aspx</p>	

EMB 3: Economic Inclusion Plans (Tilbury and South Ockenden): A locationally specific neighbourhood renewal and community plan focussing on Thurrock's most deprived areas, ensuring that these areas are ready to capitalise upon the benefits of growth	
Rationale	<ul style="list-style-type: none"> • Development across the Borough will be wide spread, with several masterplans nearing completion and the five economic hubs acting as inward investment and employment locations. However, certain areas will not experience change to the same extent and, where these neighbourhoods already exhibit relatively high levels of deprivation, it is possible that there will be a widening of the gap between those who have ready access to services, employment and leisure opportunities and those who do not. In such situations intervention is the key to ensure that such communities benefit from the developments and investment occurring across the Borough. • East Tilbury, Tilbury St Chads, Belhus and Tilbury Riverside & Thurrock Park ward are all identified in TGSE's Investing In Communities Business Plan as areas where specific activity is needed to increase progression into employment and maximise the potential of young people . • Existing 'Neighbourhood Renewal' provision in Thurrock has tended to focus on physical redevelopment of housing stock rather than more 'social' regeneration.
Description - Components	<p>Development of streamlined plans to identify and deliver key aspects of TGSE's IIC Business Plan in South Ockenden and Tilbury to ensure that they are able to benefit from long term economic growth. This could take the form of targeted or fast-tracked delivery of other interventions outlined with this Implementation Plan (e.g. ENA 3 – Comprehensive Work Placement offer or ENA 14 – Enterprise Education).</p> <p>Typically, this exercise could include:</p> <ul style="list-style-type: none"> • Working with and supporting local service providers to ensure that delivery is aligned with the objectives of the EDS; • Identifying specific highly targeted activity necessary to prepare local residents to become involved in core interventions; • Identify any infrastructural constraints hindering individuals accessing support; • Identify potential to develop social enterprise and other intermediate business development models; <p>Provide funding to 'ramp-up' existing delivery, bend mainstream provision and where necessary initiate new projects.</p>
Responsibilities (Lead and Partners)	<p>Lead: TTGDC</p> <p>Partners: TCVS, Thurrock Council, Essex LSC, Job Centre Plus, Business Link, Connexions Partnership</p>
Specific role of TTGDC	<ul style="list-style-type: none"> • Development of a Economic Inclusion Plans for Tilbury and South Ockenden
Strategic Links	<ul style="list-style-type: none"> • Direct delivery of the TGSE Investing in Communities Business Plan • Thurrock LAA – Goal 5 'Social Exclusion and maximum participation in the local economy'. • Thames Gateway Interim Plan – 'a need for innovation in every walk of life ensuring that new ideas and best practice are implemented'
Funding and resourcing requirements	£50,000 initial set, £200,000 pa 'pot' to deliver specific actions
Risks	<p>Difficulty in outreach leading to low take up</p> <p>Very low direct employment outputs.</p>

Link to Economic Hubs/ Sectors	<ul style="list-style-type: none"> • Obvious link to Tilbury • Potential to release new potential employees for employment in key sectors.
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What has worked...

The Working Neighbourhoods Pilot (WNP) was introduced by the Department for Work and Pensions in April 2004 to test a new approach to offering intensive support to help people to gain work. The pilot was targeted towards people who are without work, including claimants of Jobseeker's Allowance (JSA), Income Support (IS), Incapacity Benefit (IB), partners of claimants and workless non-claimants. The pilots operated in 12 areas, which were selected because of very high levels of worklessness and deprivation, and have been delivered by a combination of Jobcentre Plus and private Employment Zone contractors (WNP/EZ). Whilst there were mixed result in relation to the pilots, key lessons were learned in relation to the delivery of highly tailored support <http://www.employment-studies.co.uk/pubs/report.php?id=dwp411>

EMB 4: Healthy Economy Initiative: Recognition of the link between the health of the local population and economic productivity, whilst also using health services as a route to accessing Thurrock's socially excluded populations.

Rationale	<p>A number of factors suggest that this intervention is appropriate for Thurrock:</p> <ul style="list-style-type: none"> • The 'State of Thurrock' report recognised that whilst Thurrock's performance in relation to health is comparable with the national situation, it also recognises that there are significant pockets of extreme health deprivation. • Increasingly, DWP, NHS and NICE are recognising the link between health and worklessness and subsequently poor economic performance. • Developing a healthier workforce has been identified as a key priority of South West Essex PCT.
Description - Components	<p>A 'two-pronged' project aimed at increasing diversity in the delivery of health and employment services.</p> <p>ELEMENT 1: <i>Employment Advisors in GP Surgeries:</i> people of working age visiting a GP surgery (or medical centre) will be offered advice by an employment adviser from Jobcentre Plus. Contact might be through self-referral or referral from a GP, other practice worker, or externally via a health worker in, for example, a community mental health team or local NHS pain clinic. The project should be open to all working age patients but particularly appropriate for people receiving Statutory Sick Pay or Incapacity Benefit.</p> <p>Targeted locations should be agreed in line with PCT and JC+ priorities, these should include South Ockenden, Tilbury and Grays in order to ensure the project benefits the right members of the local community.</p> <p>ELEMENT 2: <i>Health Service in the Workplace:</i> Delivery of core health services within the local workplace. Offer of regular appointments with nurses, doctors and other healthcare professionals to ensure that the existing workforce remains as healthy and productive as possible. This will become a marketable product for Thurrock linked to the positive expansion in public sector services locally.</p>
Responsibilities (Lead and Partners)	<p>Lead: South West Essex PCT</p> <p>Partners: Thurrock Business Association, TTGDC</p>
Specific role of TTGDC	<p>Provide linkage between PCT and business community</p>
Strategic Links	<ul style="list-style-type: none"> • Thurrock PCT – Priority 'Work towards more easily reached and efficient services for Thurrock residents, both developing new services in new places'

	<ul style="list-style-type: none"> • Thames Gateway Interim Plan – ‘a need for innovation in every walk of life ensuring that new ideas and best practice are implemented’ • TGSE IIC Business Plan – Interventions 1.1 (Employer Engagement), 1.4 (Engagement to Employment) • Thurrock LAA – Goal 5 ‘Social Exclusion and maximum participation in the local economy’.
Funding and resourcing requirements	Delivery should focus on the ‘bending’ of existing mainstream services. However, administration, co-ordination and importantly marketing could cost around £90,000 per year.
Risks	ELEMENT 1 is unlikely to produce immediate results and impact upon employment statistics.
Link to Economic Hubs/ Sectors	Opportunity to provide specific employment outreach to the more deprived areas of Thurrock’s Economic Hubs (e.g. Belhus, Gray’s Riverside, East Tilbury, Tilbury St Chads).

What has worked...

Hammersmith and Fulham are currently developing a GP-based employment-outreach advice and support project as part of their Area Programme in response to the volume of residents claiming benefits with health related conditions. This will include engagement and motivational activities, advice on training and employment, information on back to work benefits and JCP Access to Work, liaison with employers on reasonable adjustments in the workplace and in-training/in-work support.

http://www.lbhf.gov.uk/Images/Project%20outline%20specifications_tcm21-74022.pdf

Camden’s Job Retention Service (part of Jobs in Mind) offers support, information and guidance to assist people with stress related and/or mental health difficulties to retain their employment. Support is tailored to the individual and is available at the work place where clients are returning to work from a period of sickness absence.

<http://www.jobsinmind.org.uk/retention.htm>

EMB 5: Procurement and Supply Chain Action Teams: Offering all Businesses in Thurrock the opportunity to grow in the borough by linking to existing procurement opportunities and relevant supply chains

Rationale	<p>A number of factors suggest that this intervention is appropriate for Thurrock:</p> <ul style="list-style-type: none"> • Thurrock’s GVA per capita is still well below regional and national levels. • Ernst Young (2004) identified connectivity to London and South East Markets as an unrealised opportunity for Thurrock. • 60% of Thurrock’s businesses are actively looking for a means of increasing their turnover. • 70% of businesses are looking for processes associated with the development of the Thames Gateway to offer improved access to bigger markets . • In any area that is attempting to secure long-term, high value added inward investment quality aftercare in supporting businesses in growing their markets is imperative. • Consultation suggests that ‘procurement’ is a key area of interest for businesses in Thurrock, particularly in relation to the London 2012 Olympics as well as
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	<p>the perceived opportunities created by local development. Currently, local businesses are unsure of opportunities and routes into the lower tiers of larger contracts.</p> <ul style="list-style-type: none"> • This project provides an aftercare and market development programme for new and existing businesses based on a one on one procurement development and supply chain service. • As the public sector purchasing shifts from a commissioning to a tendering model this will be increasingly relevant to Thurrock's existing public and third sector bodies.
Description - Components	<p>Procurement Action Teams would work in line with existing business support provision, providing a direct link between support and businesses themselves. Businesses would be able to make appointments with the team for assistance when completing tenders or liaising with master vendors or companies within their own supply chain.</p> <p>Delivering face to face support - these team members would be expected to have a detailed understanding of organisations and the procurement practices of key developers, local stakeholders and key public sector bodies.</p> <p>An important action will involve the development of appropriate business consortia for specific opportunities, through tailored investment support and assistance with the PQQ and procurement processes.</p>
Responsibilities (Lead and Partners)	<p>Lead: ExDRA (or appropriate Inward Investment/ Procurement body)</p> <p>Partners: TTGDC, Chartered Institute of Purchasing and Supply (CIPS) Business Link East, Relevant sector representatives, EEDA Procurement Manager, Supply London, EEI</p>
Specific role of TTGDC	<p>TTGDC should assume an aftercare role as part of new inward investment protocols and should seek to informally test the procurement action team concept amongst the existing business base.</p>
Strategic Links	<ul style="list-style-type: none"> • The State of Thurrock 'Leverage public sector opportunities for the benefit of the local business base' • Thurrock LAA, EDE Block – Goal 2 'Competitive, productivity, entrepreneurship and enterprise' • TTGDC Corporate Plan – rationale of the adoption of 'Hub and Sector' approach is to maximise inward investment • The State of Thurrock – Pillar of Intervention – ' Attract inward investors, prioritising knowledge businesses'
Funding and resourcing requirements	<p>Indicative cost: 2x Professional Salaries c£60,000 pa (inc on costs), alongside marketing budget c. £10,000 pa. Total = £130,000 p.a.</p>
Risks	<p>Inability to agree lead partner</p> <p>Lack of take up from businesses</p>
Link to Economic Hubs/ Sectors	<p>Effectively a 'roving service' with no links to specific hubs.</p> <p>Specific pertinence to the Construction Sector</p>
What has worked...	

Liverpool and Sefton LEGL includes a project called Supply Mersey which helps local firms compete for business through: active partnerships with procurement departments and decision makers in the larger private and public organisations; SME Fit-to-Bid business support programme; SME vendor assessments; and, identification of business opportunities through commodity, contract matching and industry specific networking. <http://www.neighbourhood.gov.uk/page.asp?id=1612>

EMP 6: Green Systems Assisting firms within core sectors to adopt 'green' systems thus countering Thurrock's reputation for 'dirty' industries.

<p>Rationale</p>	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> • Through their European Investment Monitor (EIM), Ernst and Young identified Thurrock's image as 'low quality' and 'dirty'. One third of local businesses feel Thurrock has a poor image as a business location. • Increasingly, firms (particularly in logistics, construction and energy and environmental technology sectors) will be required by law to become cleaner and more efficient. • 'Green' factors are acknowledged as being an increasingly important consideration for FDI, As such, Thurrock needs to embrace projects that help differentiate the borough's offer from competitor locations. • Around 20% of Thurrock's businesses identified green systems as an area they would like to receive further support.
<p>Description - Components</p>	<p>Helping firms improve the cost efficiency of their operational process systems to meet legislative requirements and obtain positive brand uplift with customers. Provision of specific advice on the adoption of Green Systems locally. Key components:</p> <ul style="list-style-type: none"> • Facilitate partnerships between local businesses organisations such as the Carbon Trust and WRAP (Providing specific advice on recycling and waste). • Financial support in the form of an interest-free loan (through Carbon Trust). Funds are designed to assist in the purchase of capital equipment that will enable applicants: to improve air quality and reduce emissions and pollution; reduce solid waste or disposal costs; reduce water usage, costs, cleaning, effluent and pollution; and recycle, recover and reuse materials. • Given the potential for image change this activity should be promoted as part of a wider activity in changing perceptions of Thurrock. Awards and publicity for Green Businesses would be ideal 'carrots' for businesses to evolve.
<p>Responsibilities (Lead and Partners)</p>	<p>Lead: Business Link / EEDA Partners: WRAP, Carbon Trust, DTI Manufacturing Advisory Service</p>
<p>Specific role of TTGDC</p>	<p>Responsible for bringing in/together the key national and regional bodies who will deliver this project. A key initial activity will be contacting the Carbon Trust and WRAP to agree the scope of their involvement. Responsible for promoting project to relevant local businesses.</p>
<p>Strategic Links</p>	<ul style="list-style-type: none"> • East of England RES – Priority 6 '...underpin the sustainability of employment areas' • Thurrock Regeneration Framework – Goal 9 'Ensure environmentally sensitive development' • Thurrock LAA – Goal 2 'competitiveness, entrepreneurship and enterprise' • Linkages to Knowledge Transfer Partnerships and Universities

	<ul style="list-style-type: none"> • Improvements in the image of Thurrock and Inward Investment offer
Funding and resourcing requirements	<p>Specialist advisor and administration costs - £75,000 pa</p> <p>Grant pot to be agreed after review of regional and national sources of funds for this activity.</p>
Risks	Extent of systems to improve. Funds required for greening systems.
Link to Economic Hubs/ Sectors	Focus on logistics, construction and recreation and leisure sectors while leveraging any potential linkages with local environmental technology activities.
<p>What has worked...</p> <p>Southwark Council has been working with CRISP, a community recycling company in South London, to develop toolkits for specific business sectors. They contain simple steps with regards to how the business can reduce, reuse and recycle in conjunction with a reduction in management costs. An Environmental Business Award is also offered as an incentive to participating companies. The project forms part of the Business Advice Service on the Environment project. CRISP itself offers a research and consultancy service on Sustainable Development, Waste Minimisation and Recycling to Local Authorities, Voluntary Organisation and the Commercial Sector including information on carrying out Surveys, Audit and Monitoring, Feasibility Studies, and Project Implementation and Support. http://www.southwark.gov.uk/BusinessCentre/Tradewaste/Recycle and http://www.crispej.org.uk</p>	

<p>EMB 7: Expanded Aftercare Offer: A comprehensive aftercare offer which ensures that every businesses investing in Thurrock is provided with a specific point of contact for at least 18 months following their arrival in borough.</p>	
Rationale	<p>A number of factors suggest that this intervention is appropriate for Thurrock:</p> <ul style="list-style-type: none"> • Clear need to stimulate and retain investment to drive employment growth over the next 15 years. • Current aftercare services available in Essex and the East of England tend to be focussed in locations other than Thurrock. • Customer care and aftercare services identified as a key challenge in TGSE as whole. • Poor signposting and public to private sector links identified in consultation with both businesses and public partners.
Description - Components	<p>Recruitment / secondment of specific individual (or team) with remit of providing liaison with the business community. Initial tasks will include:</p> <ul style="list-style-type: none"> • Strengthen knowledge and understanding of local business community. • Open dialogue with key providers, specifically EEI and ExDRA. • Participate in relevant inward investment marketing visits. • Brokerage of solutions to specific needs. • Compile visit programmes liaising with all relevant parties so that visits meet all the client's criteria and involve all appropriate internal and external partners from business, industry and academic institutions.
Responsibilities (Lead and Partners)	<p>Lead: TTGDC</p> <p>Partners: EEI, ExDRA, Gateway to London, Thurrock Council</p>
Specific role	TTGDC should co-ordinate the aftercare offer taking responsibility for day to day management liaison with businesses.

of TTGDC	
Strategic Links	<ul style="list-style-type: none"> • East of England RES – ‘Support Inward Investment in key sectors’ • TGSE EDS – Recommendation ‘Developing an effective, high quality aftercare service’ • TTGDC Corporate Plan – rationale of the adoption of ‘Hub and Sector’ approach is to maximise inward investment • The State of Thurrock – Pillar of Intervention – ‘ Attract inward investors, prioritising knowledge businesses’ • Thurrock LAA, EDE Block – Goal 2 ‘Competitive, productivity, entrepreneurship and enterprise’
Funding and resourcing requirements	£60,000 p.a. including 1 full time member of staff. Investigate possibility of secondment from Thurrock Council
Risks	Few risks. This is a key element of inward investment and marketing delivery
Link to Economic Hubs/ Sectors	Not a sector specific service, but service should where necessary prioritise target sectors.
What has worked... <p>The Underpinning Increased Inward Investment project in Liverpool and Sefton’s LEGI programme includes assistance to new investors in networking with existing businesses; clear information about the area’s services to inward investors; and, high quality business advise and support through The Mersey Partnership which is dedicated to new investors in the area. http://www.neighbourhood.gov.uk/page.asp?id=1612</p>	

EMB5: Development of Regional Social Enterprise Hub: Raising the profile and productivity of Social Enterprise in Thurrock	
Rationale	<p>A number of factors suggest that this intervention is appropriate for Thurrock:</p> <ul style="list-style-type: none"> • There is currently a ‘Lack of mobility and dynamism in the workforce to create a high value added small business base’ (Ernst Young, 2004). • Under-representation of public sector service employment in Thurrock (6% of total workforce, compared to 12% in Dartford). • The (cabinet) Office of the Third Sector has identified the importance of social enterprise in the delivery of public services in the future. • The development of social enterprise activity in Thurrock can potentially play a number of very important roles and address a variety of socio-economic issues simultaneously. • Social enterprises can effectively ‘plug’ gaps in provision of much needed goods and services at community level and can be used as a mechanism to design services specific to the needs of particular groups or neighbourhoods. • Social enterprise is also often utilised as a means of developing the capacity of the community and voluntary sector, up-skilling this sector and enabling it to become more effective in supporting community health and cohesion. • Thurrock currently has a number of locations and communities characterised by relatively high levels of multiple deprivation, particularly in the Tilbury and

	South Ockenden areas. Social enterprise models can be used as a means of supporting these communities on a variety of levels whilst also acting as a conduit for community development.
Description - Components	<p>This intervention has two broad areas of activity:</p> <ul style="list-style-type: none"> • Development of higher levels of social enterprise activity generally. Key components of activity here include provision of 'animation' and outreach services to identify enterprising ideas within the community and specific areas where conventional markets are failing to address local community needs. This will involve interaction with the Thurrock Community and Voluntary Sector and with residents' representative groups. Engagement with schools and the FE sector will also be important. Enterprise ideas coming forward will have to be subject to intensive development and business planning via suitable support organisations that are familiar with the characteristics of social enterprise markets. A key activity will revolve around the development of community assets as income generating mechanisms and providing links to new funding source (e.g. new social enterprise risk capital investment fund). • Development of a Regional Social Enterprise Hub. This will involve the development of a physical presence from which social enterprise activity can be overseen, promoted and coordinated. The Thurrock Learning Campus, in association with outreach facilities and mechanisms in communities, should form a key component of this activity. The Hub will provide training and tailored business support, alongside capacity building activity for CVS organisations that are either seeking to convert to social enterprise or which act as part of the support structure for social entrepreneurs. The Hub should also provide flexible space from which certain social enterprises may be able to operate.
Responsibilities (Lead and Partners)	<p>Lead: TCVS, Business Link Partners: Thurrock Council, Thurrock Learning Partnership, TTGDC, SWE PCT (Involved as partner in relation to 'demand' for Social Enterprise)</p>
Specific role of TTGDC	TTGDC will act as a partner in the development of social enterprise through close liaison with the CVS sector in the Borough
Strategic Links	<ul style="list-style-type: none"> • Office for Third Sector: Social Enterprise Action Plan 'improve business advice, information and support available to social enterprises as well as tackling the barriers to access to finance and facilities that restrict the growth' • East of England RES 'Tackle deprivation and build community cohesion through integrated programmes to increase social capital' • TGSE IIC Business Plan –Strategic Action – 'Widening Access to Business Opportunities', Intervention 'Pan-Essex review of social enterprise activity' • Thurrock Sustainable Community Strategy – Key Objective- 'Develop an innovative business initiative to support social enterprise' <p>Key linkage with Thurrock LAA and the Thurrock Sustainable Community Strategy</p>
Funding and resourcing requirements	Cost Hub presence and associated outreach and support - £120,000 p.a.
Risks	Risks include inability to coordinate activity across the community and voluntary sector with regard to social enterprise activity and failure to engage fully with neighbourhoods in disadvantaged locations.
Link to Economic	Garys Learning Campus will feature as the Hub venue but with strong linkage to activities based within the CVS sector in all other hub areas.

Hubs/ Sectors	
What has worked...	
West Lancashire District Council launched their Social Enterprise Hub in May 2007. After mapping the social enterprises in the area an action plan will be developed, detailing the types of support to offer, network opportunities and potential funding avenues. http://www.westlancsdc.gov.uk/news/index.cfm?ccs=795&cs=3840	

EMB 9: Space to Grow – Premises and Property Providing the basis to ensure long term solutions to business space issues in Thurrock.	
Rationale	<p>A number of factors suggest that this type of intervention is necessary in Thurrock:</p> <ul style="list-style-type: none"> • A significant number of local firms (42%) have expansion and relocation intentions which offer growth potential for Thurrock if their needs can be met in the local area. Finding the right premises is necessary for effective business operations. • If TTGDC is to enable long term economic growth it is important that it supports the development of high quality environments and business spaces to encourage and retain innovative high value added companies. • At the current time, the property offer in the area is relatively 'ad hoc' in nature and development is hindered by the area's reputation. Currently, there is a lack of information relating to investment enquiries and business space in Thurrock. As a result, it is difficult to know how stakeholders should respond to create an appropriate inward investment offer in the area.
Description - Components	<p>Scoping</p> <p>TTGDC should map existing businesses space in the Borough to provide a clear 'offer' for current growing businesses and potential investor businesses.</p> <p>Monitoring and Promoting</p> <p>Using this mapping exercise, appropriate directories and databases (web-based) should be set up to promote available business space specifically in Thurrock.</p> <p>This portal will allow an assessment to be made on the appropriateness of the current inward investment offer relative to the preferences of businesses (particularly in key sectors) demonstrating a potential interest in Thurrock as well as monitoring changes in enquiry trends.</p>
Responsibilities (Lead and Partners)	<p>Lead: EEI / TTGDC</p> <p>Partners: Thurrock Council Planning Department, Thurrock Business Association</p>
Specific role of TTGDC	Lead on scoping element and provision of portal service alongside the inward investment agency
Strategic Links	<ul style="list-style-type: none"> • Linkages to local property agents and owners. Integration in all new developments • East of England RES – Priority 3 – '...development and provision of appropriate employment locations' • TGSE EDS – Identifies the creation of 'physical infrastructure as one of the key cross-cutting economic drivers • The State of Thurrock – 'Support the development of physical infrastructure to support the knowledge economy' • Thurrock Sustainable Community Strategy - recommendation to conduct an Industrial Estates Audit with a view to retaining existing businesses

	<ul style="list-style-type: none"> Thurrock Sustainable Community Strategy - recommendation to promote and innovation business park
Funding and resourcing requirements	<p>£75,000 in first year and £30,000 thereafter.</p> <p>Capital investment for business space development assumed from other budgets.</p>
Risks	Constrained supply pipeline and costs of new developments. Lack of vision on the part of developers.
Link to Economic Hubs/ Sectors	All sectors.
<p>What has worked...</p> <p>North London Business has a commercial property database which features commercial premises advertised for sale (freehold/leasehold) or to let in the area.</p> <p>http://www.northlondonbusiness.com/index.php/30/land-rates</p>	

APPENDIX C: Developing a Marketing Strategy

Alongside the delivery of this plan it is important that the Development Corporation continues to develop appropriate and effective marketing and communication systems that not only address the requirements of the Strategy, but also provide improved perceptions of the area and create a better inward investment offer.

Strategic Options:

In terms of place marketing, two main strategic marketing options have emerged out of the economic review:

Focus: to retain and grow Thurrock's core industries - *Cost leadership*: Marketing Thurrock based on cost.

Diversification: to build a wider portfolio of industries - *Related diversification*: Stimulating cluster development through the development of new hubs and appropriate interventions.

Underpinning these strategic options is **segmentation**. Segmenting the market into clearly defined 'targets' means that marketing effort and communication will be relevant, cost effective and where the needs of the target market are understood it will help encourage innovation in meeting those needs.

Strategy	Options
Cost leadership	<ul style="list-style-type: none"> • Promote Thurrock as 'cost efficient' place to do business in the South East/UK (relative lower cost of premises, land and business rates) • Financial incentives for core industries to encourage: <ul style="list-style-type: none"> ✓ business development ✓ upgrade the skills of their workforce ✓ grants for re-development of sites • Financial incentives for inward investors: <ul style="list-style-type: none"> ✓ grants ✓ subsidised rents/rates
Related diversification	<ul style="list-style-type: none"> • Horizontal integration: target competitors or complementary businesses to the core industries • Vertical integration: identify attractive industries operating within the supply chains of the core industries (backwards and forwards) and target these industries
Segmentation	<ul style="list-style-type: none"> • Identify the industry segments • Develop segmentation profiles

- | | |
|--|---|
| | <ul style="list-style-type: none"> • Evaluate the attractiveness of each segment • Select target segments • Identify positioning concepts for each target segment • Select, develop and communicate the concept |
|--|---|

Positioning

Given the amount of regeneration activity taking place in both the Thames Gateway and the UK as a whole it is critical that Thurrock has a clear identity and communicate messages that portray the area as a viable long-term choice and not 'just another regeneration area'.

Receivers of information must understand the 'offer' and compare it to others in a way that portrays Thurrock as a preferable location.

Currently, there are mixed perceptions about Thurrock as a desirable location for businesses. The aim of developing a clear position is to help redefine Thurrock's comparative advantage as a business location so that it becomes a desirable location for businesses to thrive and grow. Research conducted with local businesses identified a number of possible advantages to being located in Thurrock as follows:

- A stable workforce (low attrition)
- Good proximity to key markets: London and international
- Nearness to customers
- Good infrastructure: local, national and international transport links
- Attractive location: green areas
- Good housing
- Good image of Lakeside
- Diverse nature of the area
- Family orientated

The Thurrock business survey showed that some of these advantages are important across all industries and others are not, for example, businesses across all sectors regard proximity to customers as the main benefit to being based in Thurrock, whilst, manufacturers and construction companies regard **local** transport as a key benefit; Transport, Communication and Construction companies regard access to **national and international** transport as important.

Where there is commonality then core, or overarching communication messages can be used to market Thurrock as a place of **transformation and opportunity** and where there are differences these can be developed as industry specific messages that would support the segmentation strategy.

Content

To support the positioning messages and generate strong inward investment there needs to be some content or 'product' with which to market Thurrock as a place to do business. This content should focus on the five hubs. Each Hub would have its own communication plan that would encompass the overarching Thurrock messages and the specific benefits of the area and the opportunities that exist for investors.

Hubs would be matched to industries that are likely to be 'attracted' to the area eg retail and leisure at Lakeside and West Thurrock, new business park at London Gateway. Not only would this produce very focused marketing activity to generate quality enquiries, it will act as a 'glue' to link each of the Hubs to reinforce the diverse and positive image of the Borough as a whole.

Initial Marketing Actions

It is clear from the baseline research that the majority of businesses feel that the Borough is a '*dynamic place to do business*' and eight out of ten Thurrock businesses would recommend the Borough as a location. However, there was clear evidence that a significant group hold the opposite view. This presents two opportunities:

- To capitalise on the positive feedback and utilise this goodwill and optimism in marketing activities such as providing case studies and referrals to potential inward investors. These could be written case studies for direct mail, part of an advertising and PR campaign
- To focus on those specific industry sectors and small businesses that hold the negative perceptions and move them to a more positive outlook to become advocates by providing business and information support

Marketing activities need to reflect the need for considerable work upfront to develop structure and content for the Inward Investment Strategy/Proposition. The (Inward Investment) strategy itself would consist of a multi media marketing campaign encompassing, advertising in national press, outdoor advertising, radio and on-line advertising for generic Thurrock marketing.

There needs to be a detailed sector focus on all marketing activities promoting the five Hubs Marketing messages and case studies from relevant successful Thurrock businesses; these would be targeted towards sectors that have been identified as pertinent for the particular Hub.

Initiating Sector Based Marketing

The following tables contain a profile of relevant publications for each of Thurrock's sectors. This includes an outline of typical content, membership information and details of relevant details of key contacts:

Core sector - RETAIL			
Publication	Contact	Membership/Advertising	Content
British Retail Consortium Solution Magazine – Relunched as the ‘Retailer’ in August 2007	Daniel Perry 07956 829246 Daniel.perry@tso.co.uk	<ul style="list-style-type: none"> ✓ National members-only magazine ✓ Retail/Trade Association and Associate Memberships ✓ Members across all retail types but esp. department stores, clothing, food and drink and furniture and homewares. ✓ Members typically directors and managers. 	<ul style="list-style-type: none"> ✓ News, views, comments, analysis, Policy Advisory Groups updates, academic/ Government/ institution articles.
The Retail Directory (current edition – 2007)	Peter Morris at Boundary I-Media 01892 771047 peter@boundarymedia.co.uk	<ul style="list-style-type: none"> ✓ Subscribe online or via 0207 9736694. ✓ Information on over 6500 companies across retail sector including 24,000 contact names from Buyers and MDs to IT and HR. ✓ UK and Europe directories. ✓ Hemming Information – Lists and Data Sales – order tailored lists for marketing purposes. Call Pauline Smith 0207 9736624 www.h-info.co.uk 	<ul style="list-style-type: none"> ✓ Hard copy and website based. ✓ Entries detailing information on retailers, including shopping centre profiles. Can rent data lists for marketing purposes from data sales department. 20% discount if subscriber to The Retail Directory Online. ✓ Annual
Company Clothing Magazine	Steve Kane, Sales Manager 0207 9734647 s.kane@hgluk.com	<ul style="list-style-type: none"> ✓ 5000 copies reaching around 15000 readers in the UK and Netherlands, Belgium. France and Germany. ✓ Readers include buyers and specifiers in distribution trades, financial and business services, hotel and catering, Las and public services, transportation and motor industry, chemical and pharmaceutical industry, emergency services, leisure sector, manufacturing and engineering personnel. ✓ Advertising options include front cover sponsor £3500, supplements – double page £2000, email newsletter – monthly subscription only service to over 2800 industry figures. Five ad opportunities per newsletter (1 lead banner @£500 p.m, 4 x button ads @£300 p.m), sponsored industry surveys £5000, buyers guide priority listings - £500 p.a., company profile - £1000 p.a. 	<ul style="list-style-type: none"> ✓ Hard copy and website based. ✓ News and reports/features/case studies on career and workwear. ✓ Monthly
Drapers	Lucy Walsh Advertising Manager 02078123786 lucy.walsh@emap.com	<ul style="list-style-type: none"> ✓ Read by over 80500 fashion professionals (average readership of 5.59 people per copy) ✓ 58% of subscriptions are over 6 years or more ✓ Readership comprised of 62% owner/proprietor, 22% store managers, 7% managing director. Broken down by business type: 39% independent retailers, 35% department stores and multiple retailers, 26% fashion brand/manufacturers. ✓ Fully paid publication. ✓ Advertising options include page sponsorship (£3000), cover (£5321 or £10080), quarter page (£1507). 	<ul style="list-style-type: none"> ✓ Weekly ✓ Fashion retail magazine

Core Sector - PORTS AND LOGISTICS			
Publication	Contact	Membership/Advertising	Content
Lloyds List Ship Manager	Advertising webads@informa.com Editorial editorial@llyodslist.com	✓ Information not available.	<ul style="list-style-type: none"> ✓ Monthly hard copy - international ✓ Informative website with daily editions ✓ Covers hands-on ship operation
Logistics and Transport Focus	focus@ciltuk.org.uk	<ul style="list-style-type: none"> ✓ Hardcopy mailed to 20,000 members ✓ Readership of around 55,000 (av. 3 per copy) ✓ Read by senior supply chain professionals, logisticians and transport executives worldwide. ✓ Advertising includes direct mail shots, sponsorship and service provider ads in magazine or online. 	<ul style="list-style-type: none"> ✓ Magazine for the Chartered Institute of Logistics and Transport (UK) ✓ Monthly ✓ Covers logistics, transport and supply chain management. ✓
Sea Vision UK Newsletter	0207 4172888 info@seavisionuk.org	<ul style="list-style-type: none"> ✓ Free membership ✓ Over 190 member organisations. 	<ul style="list-style-type: none"> ✓ Newsletter sent to members and available online. ✓ Sea Vision aim is to raise awareness of the sea ✓ Led by Chamber of Shipping
Port Strategy	sales@portstrategy.com Rod Sessions Sales UK rsessions@portstrategy.com	<ul style="list-style-type: none"> ✓ Readers – port executives, marine terminal operators, government strategists, key port users. ✓ 6000 copies mailed to named recipients ✓ Total readership 20,000. ✓ 46% of readers are in Europe. 19% Asia. ✓ 38% of readers are port authorities while 35% are marine terminal operators. 	<ul style="list-style-type: none"> ✓ Monthly ✓ Contains a business index in addition to port news/features.
Cargo Systems	Liz Mattison 0207 0174404 liz.mattison@informa.com Zahid Nawaz 0207 0174240 zahid.nawaz@informa.com	<ul style="list-style-type: none"> ✓ 5813 recipients of magazine worldwide: Europe 52%, Asia 18%. Ports and terminals 39%, Container and Equipment Lessor Agents 17%. Chairman/CEO/MD 39%, Manager 21%. ✓ Advertising – range from £1465 to £5140. ✓ Sponsored pages ✓ Inserts – brochure, magazine, business card ✓ Online opporutnties ✓ Animated banners - £500-£1000 for 3 months. ✓ Website ✓ 7000 users viewing 25,000 pages per month. 	<ul style="list-style-type: none"> ✓ Worldwide information on shipping and ports ✓ Monthly (with 5 special reports a year) ✓ News/trends on infrastructure, development, terminal operations, privatisation, cargo handling, technology. ✓ Longest established magazine

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Core Sector - CONSTRUCTION			
Publication	Contact	Membership/Advertising	Content
Building	CMPI Builder Group Shevaunne Rogers 0207 560 4244 srogers@cmpi.biz	<ul style="list-style-type: none"> ✓ 125000 professionals including contractors, surveyors, architects and house builders read Building. ✓ Leading title in sector. ✓ Subscription £118 for 49 issues in UK ✓ 25,017 subscribers 	<ul style="list-style-type: none"> ✓ Weekly hardcopy and website ✓ News, business information, job vacancies
Building Design	CMPI Builder Group Helen Crump Deputy News Editor 0207 9218202 hcrump@cmpi.biz Socratis Socratous Group Marketing Director 0207 5604086 socs@cmpi.biz	<ul style="list-style-type: none"> ✓ Weekly circulation to over 25,000 architects ✓ For specifiers of products/brands ✓ Largest circulation/highest total readership/best average issue readership architectural publication ✓ Online ✓ 35,400 online users. ✓ Ad prices for banner/skyscraper/MPU range from £1450 to £2500 per month while page peel is £2250 per week. ✓ Email newsletter sponsorship ranges from £1600 to £2000. ✓ Sponsorships from £5000 to £10000. 	<ul style="list-style-type: none"> ✓ Weekly
RIBA Journal	CMPI Builder Group Socratis Socratous Marketing Manager 0207 5604986 socs@cmpi.biz Or Srogers@cmpi.biz Subscription 01858 438890	<ul style="list-style-type: none"> ✓ Official magazine of Royal Institute of British Architects ✓ Subscription £63 for one year ✓ Circulation 30,000 each read by 4 people giving total readership of over 120,000. 	<ul style="list-style-type: none"> ✓ Covers UK's best buildings, architecture/technical features. ✓ Monthly
Property Week	CMPI Builder Group 0207 5604222	<ul style="list-style-type: none"> ✓ Weekly circulation of 26,968 to 83% of surveyors 	<ul style="list-style-type: none"> ✓ Leading weekly newspaper for UK's commercial property market

	groupsales@cmpi.biz		
Barbour Index/Compendium	CMPI 01344 884121	<ul style="list-style-type: none"> ✓ Information not available. ✓ 	<ul style="list-style-type: none"> ✓ UK's premier information source for built environment, details of 7500 UK manufacturers.
Construction Manager	CMPI Builder Group groupsales@cmpi.biz 0207 5604336	<ul style="list-style-type: none"> ✓ Circulation 32,000 (highest in construction industry) ✓ Readership includes small, medium and large building contractors, consultants, developers and central/local government. 	<ul style="list-style-type: none"> ✓ Official magazine of Chartered Institute of Building. ✓ Monthly for those in charge of building projects. ✓ How management trends affect construction industry. ✓ Hard copy and website
Building Services Journal	CMPI Builder Group Carolyn Forde 02075604085 cforde@cmpi.biz	<ul style="list-style-type: none"> ✓ Average net circulation of 17,875 ✓ Building service engineers and facilities managers ✓ Advertising opportunities (send to bsjeditorial@cmpi.biz): ✓ Features ✓ Case studies ✓ News stories ✓ 	<ul style="list-style-type: none"> ✓ Monthly ✓ Official journal of Chartered Institution of Building Services.
Regenerate	0207 5604244 Display advertising: Gemma Coles 0207 560 4095 gcoles@cmpi.biz or Odile Hacker 0207 5604074 odile@cmpi.biz	<ul style="list-style-type: none"> ✓ Circulation 20,000 ✓ Readers – 15000 private and 5000 public sector/ regeneration and housing created from comprehensive database including Thames Gateway Forum ✓ Advertising – from £1112 for quarter page to £3117 for full page. 	<ul style="list-style-type: none"> ✓ Monthly features ✓ Articles, news, recruitment for regeneration sector
What's New In Building wnibi.com	CMPI Daniel Read Advertisement Manager 02075604120 dread@cmpi.biz Gregy Keenes South and East Area Manager 0207	<ul style="list-style-type: none"> ✓ Free registration ✓ 2590 active suppliers 	<ul style="list-style-type: none"> ✓ Online magazine ✓ New/innovative developments in UK construction/articles by suppliers/editorial team.

	5604248 gkeenes@cmpi.biz		
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Opportunity Sector – BUSINESS SERVICES			
Publication	Contact	Membership/Advertising	Content
Business Voice (CBI)	Jonathon Wood 0207 3687208 jw2@caspiantpublishing.co.uk	<ul style="list-style-type: none"> ✓ Circulation - 26000 senior business leaders (MPs, leaders in industry, entrepreneurs, top civil servants, CEOs of LAs. ✓ Inserts/quarter to full page ranging from £120 per 1000 inserts to £4200 for full page in colour. 	<ul style="list-style-type: none"> ✓ Voice of CBI. ✓ Monthly
First Voice and Business Network (FSB)	James Parker 01536 747333 james@firstvoice.co.uk or james@businessnetworkmagazine.com	<ul style="list-style-type: none"> ✓ Mailed to every FSB member reaching 200000 businesses with less than 250 employees. ✓ Rates from £340 eight page (business network) to £8350 double page spread (business run of journal) ✓ Business Network – bi-monthly, 200000 business owners/managers/director. Delivered with First Voice. 	<ul style="list-style-type: none"> ✓ First Voice ✓ 40 page full colour, bi-monthly ✓ Information to assist businesses and inform of changes in business environment. ✓ UK's largest circulation business-to-business magazine. ✓ Bi-monthly ✓ ✓
Accountancy Magazine	Mark Cleeve Group Advertisement Director 02082471427	<ul style="list-style-type: none"> ✓ Independent but acts as official journal of Institute of Chartered Accountants in England and Wales (ICAEW). 	<ul style="list-style-type: none"> ✓ Leading UK magazine for chartered accountants. ✓ Covers all aspects of industry. ✓ Monthly
Financial Mangagement	Hilton Young Commercial Marketing Manager 0208 8492217 hilton.young@cimaglobal.com	<ul style="list-style-type: none"> ✓ Official magazine for Chartered Institute of Management Accountants ✓ Circulation = 155,000 members and students globally (16% finance managers, 15% director of finance, 15% management accountant) (27% manufacturing, 15% finance and banking) (71% private sector, 17% public sector) ✓ Adversting ✓ enewsletter ✓ direct mail ✓ online ✓ sponsorship 	<ul style="list-style-type: none"> ✓ Covers technical issues, careers, business issues/sector news. ✓ Monthly
The Lawyer	Ian Sinclair Commerical Director 02079704658 ian.sinclair@thelawyer.co	<ul style="list-style-type: none"> ✓ Circulation 31475 UK and global markets including 8803 in-house lawyers and 7677 partners in leading UK and international law firms including decision makers. ✓ 100% requested circulation with 100% of subscriptions renewed annually. ✓ Adverstising rates from £99 per 1000 inserts to £6725 for DPS. 	<ul style="list-style-type: none"> ✓ UK's leading independent magazine for business lawyers

	m Liam Sweeney Display Advertising and Sponsorship 02079704786 liam.sweeney@thelawyer.com		
Law Gazette	Lois Elam 02078415541 loise.elam@lawsociety.org.uk	✓ Circulation = 113,174	✓ Focuses on solicitors. Premier source and market leader for recruitment/advertising aimed at profession.

Opportunity Sector – RECREATION AND LEISURE

Publication	Contact	Membership/Advertising	Content
The Sports Management Report	The Leisure Media Company Ltd Nadeem Shaikh 01462 471902	✓ Information not available.	<ul style="list-style-type: none"> ✓ News/product updates/launches/jobs/financial news/diary dates ✓ Fortnightly – Wednesday ✓ Sent as an email.
The Leisure Management Report	The Leisure Media Company Ltd	✓ Information not available.	<ul style="list-style-type: none"> ✓ Worldwide business news/jobs/shares info ✓ Weekly – Thursday. ✓ Sent as an email. ✓
Leisure Management Magazine	The Leisure Media Company Ltd	✓ Information not available.	<ul style="list-style-type: none"> ✓ News/profiles/interviews/products information/mergers etc in leisure industry ✓ 6 issues a year.
Health Club Management Magazine	The Leisure Media Company Ltd	✓ Information not available.	<ul style="list-style-type: none"> ✓ Leading title for health and fitness industry. ✓ 11 issues a year.
Attractions Management Report	The Leisure Media Company Ltd	✓ Information not available.	<ul style="list-style-type: none"> ✓ News/attractions/jobs/financial information. ✓ Fortnightly – Wednesday ✓ Email

Leisure opportunities	The Leisure Media Company Ltd	✓ Information not available.	✓ Leisure news/jobs/training/property/tenders. ✓ 26 issues per annum.
Sports Management	The Leisure Media Company Ltd	✓ Information not available.	✓ For managers and policy makers in sports and stadia industry. ✓ Quarterly
Attractions Management	The Leisure Media Company Ltd	✓ Information not available.	✓ Information on visitors, theme parks ✓ Quarterly

Opportunity Sector – ENVIRONMENTAL TECHNOLOGIES

Publication	Contact	Membership/Advertising	Content
International Environmental Technology	Gwyneth Astles Advertising Copy Co-ordinator 01727 855574 Gwyneth.astles@intlabma-te.com	✓ Europe, Middle East, Africa ✓ Mailed to named buyers/decisions makers. ✓ Total = 43990 (inc. 11815 UK).	✓ Market-leading journal for companies selling products into Europe, Africa, Middle East. ✓ Introduces/promotes latest environmental products. ✓ 6 times a year in A3. ✓ Each issue has info on water/wastewater, air monitoring, environmental analysis, gas detection, health and safety.
Environment Business	Anna Marsden 02086517070 anna.marsden@fav-house.com	✓ Core readership includes board members, directors, environmental and facilities managers, regulators and policy makers. Decision makers in public/private sector. ✓ Circulation = 9132 (34% manufacturing , 17% government, 13% environmental consultants)	✓ Monthly ✓ News, expert opinion, interviews, analysis. ✓ Regular topics include risk management, stakeholder engagement, environmental reporting, supply chain management, sustainable design, green procurement, national and international environmental policy.

Desalination and Water Reuse	Jorg Heller Ad Sales Europe 02086517100 jorg.heller@fav-house.com	<ul style="list-style-type: none"> ✓ Readership 8025 (primarily industrial users, water and power utilities, government in north America and Europe). ✓ Direct mail/inserts/cover/half pages etc. 	<ul style="list-style-type: none"> ✓ Technologies of desalination industry. ✓ Published by Faversham House Group Ltd with co-operation of The International Desalination Association. ✓ Quarterly
Water and Waste Treatment	Malcolm Hopwood 0208 6517147 malcolm.hopwood@fav-house.com David Clarke Direct Mail 01903 233393 fhgdirect@fav-house.com	<ul style="list-style-type: none"> ✓ Independent ✓ Readership – professionals in water and waste water industry. ✓ Circulation = 8680 (20% water companies, 11% water engineering contractors, 10% consultants) ✓ Direct mail/inserts/web guide/covers/half page etc. 	<ul style="list-style-type: none"> ✓ Commentary on water industry/news/case studies/new products and technologies/report/features. ✓ Monthly
Local Authority Waste and Recycling	Jenny Rayner South Ad Sales 0208 6517073 jenny.rayner@fav-house.com	<ul style="list-style-type: none"> ✓ Independent ✓ Controlled circulation targeted at senior level professionals and management within local and national government and the waste industry. ✓ Around 5362 circulation. ✓ 36% to environmental health readers, 18% to recycling and waste minimisation. 	<ul style="list-style-type: none"> ✓ Licencing/regulation/monitoring/waste collection/disposal/recycling/incineration/landfill/contaminated land.
Water and Effluent Treatment News	Tara Lovegrove Display Advertising 02086517076 tara.lovegrove@fav-house.com	<ul style="list-style-type: none"> ✓ Circulation 6100 (contractors 80%, water utilities 8%) ✓ Direct mail/inserts/ covers/half page etc. 	<ul style="list-style-type: none"> ✓ News/editorial/products/services ✓ Monthly tabloid.

Opportunity Sector – CREATIVE INDUSTRIES			
Publication	Contact	Membership/Advertising	Content
Creative Review	Jon Cockley 02079706280 jon.cockley@centaur.co.uk	<ul style="list-style-type: none"> ✓ From one column/mini portrait (£1265) to double page spread (£7515). ✓ Also advertising in 6 page Index priced from £500 for 6 months for a basic entry. ✓ Worldwide subscription 	<ul style="list-style-type: none"> ✓ Monthly plus a yearly Annual containing collection of best visual communication. ✓ World's leading magazine for visual communication (graphic design, advertising, new media, photography, illustration, typography)

			<ul style="list-style-type: none"> ✓ UK based
Digital Arts	<p>Matthew Bennett matthew_bennett@digitalartsonline.co.uk 020 7071 3682</p>	<ul style="list-style-type: none"> ✓ Range of advertising options from classified to loose insert and bound insert. 	<ul style="list-style-type: none"> ✓ Coverage of art of graphic design, 3D, animation, video effects, web and interactive design. ✓ In print and online. ✓ Relevant and forward thinking content, exclusive reviews, product reviews. ✓ UK based. Backed by world's largest IT publisher, IDG. ✓ Monthly
Design Week	<p>Victoria Adams, Group Advertisement Manager, Victoria.adams@centaur.co.uk 02079706414</p>	<ul style="list-style-type: none"> ✓ Circulation: over 10000 designers and clients. Each magazine read by 2.5 people so reaches 35000 design professionals a week. ✓ Average yearly circulation 9039. ✓ Highest paid circulation of any design magazine. ✓ 72% of copies by subscription. 28% sold through newsagents. ✓ Primarily UK readership. 44% design consultancy, 30% in-house design (25% client company, 5% public sector), 11% education, 8% advertising agency. 4% marketing/PR, 2% other creatives. 30% Managing Director, 27% Designer. ✓ Advertising options from quarter page at £600 to double page spread at £4450. Sponsorship of design awards. ✓ Listing in Design Week Directory from £595 for 6 months to £1190 for 1 years deluxe placing. 	<ul style="list-style-type: none"> ✓ Weekly ✓ Information on graphics, packaging, digital media, commercial interiors, product and exhibition design. ✓ News stories, features, surveys.

Opportunity Sector – PUBLIC SECTOR SERVICES

Publication	Contact	Membership/Advertising	Content
Public Service Magazine	<p>Kay Hender Editorial assistant 02074015589 kay@fda.org.uk</p> <p>Advertising - Robert Read at Mongoose Media Ltd 0207 3060300 (ext. 109) rread@mongoosemedia.com</p>	<ul style="list-style-type: none"> ✓ UK's leading title for senior managers in government. ✓ 18000 readers (16000 members plus others) – civil service, public bodies, quangos, health service. 	<ul style="list-style-type: none"> ✓ Published by FDA (union and professional body for Britain's public servants). ✓ Covers management/public finance. Political development, technology, jobs and pay, pensions and personal finance, skills and training.

<p>Local Government Chronicle</p>	<p>Ketna Tailor 0207 3471803 ketna.tailor@emap.com</p>	<p>✓ Information not available.</p>	<ul style="list-style-type: none"> ✓ News, articles, opinion, information, analysis of individual councils and local government figures. ✓ Key areas – management, politics, law, education, social services, regeneration and environment. ✓ Weekly
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